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# FINANCIAL TIMES

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## GENERAL

### 42 die in cable car ski disaster

Forty-two people were killed and one man was seriously injured when a mountain cable car crashed to the ground at Cavalese, a ski resort north-east of Trento, in the Italian Dolomites last night.

First reports said the cable car plunged more than 50 feet into a field after being slammed against a second car by a gust of wind. It was packed with holidaymakers and skiers returning from a day on the slopes.

Police said a number of foreign tourists were involved, including West Germans and Austrians. Late last night no further details of nationalities were available.

The crash is the worst in the history of cable car transport. The previous highest toll in such an accident was in 1968 when 16 people died in Taiwan.

## BUSINESS

### Pound at \$1.9415: gilts show a revival

● **GILTS** staged a useful revival. Longs closed up to one point better and shorts rose up to 1. The Government Securities index was 0.32 higher at 62.42.

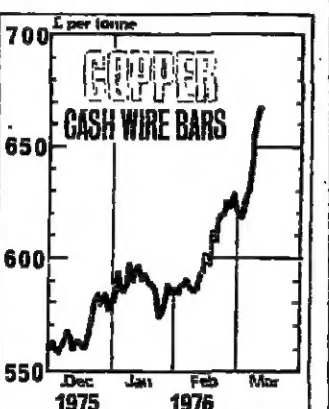
● **EQUITIES** fluctuated within narrow limits. The FT 30-share index, up 1.4 at 10 a.m. and down a similar amount at 3 p.m., ended the day 0.1 lower at 411.4.

● **WALL STREET**, after topping 1,000 during the day, saw some profit-taking and closed only 4.96 higher at 993.70.

● **STERLING** closed 10 points lower at \$1.9415; its trade-weighted depreciation widened to a new record of 33.2 (33.1) per cent. Dollar's weighted fall narrowed to 2.38 (2.43) per cent.

● **GOLD** gained 1 to \$137.1.

● **COPPER** prices rose on the London Metal Exchange. Cash wirebars closed 23.75 higher at 700.



### More rail chaos today

After a day in which most of British Rail's Eastern Region was paralysed by industrial action, Bt warned that conditions could be expected to be worse today.

Meanwhile, the three railway unions are due to begin their annual pay negotiations with British Rail this morning.

London's Charing Cross station will be closed this weekend because of engineering work. Trains are to be diverted to Cannon Street. Back Page.

### Further progress on Fleet Street's new technology

London newspaper publishers and unions have reached provisional agreement on the structure and terms of reference of a joint standing committee to supervise the introduction of new technology in Fleet Street. The committee will go to work as soon as management union talks on the future of the newspaper industry have reached agreement on a number of issues, including that of compensation for redundancy volunteers. Back Page. Press freedom row, Page 17.

### Butlins fined in hygiene case

Butlins was yesterday fined a total of £1,940 and ordered to pay £400 costs for hygiene offences which arose over conditions at the company's Bognor Regis, Sussex, holiday camp last summer. The company admitted 46 offences at the highest Magistrates' Court. Conditions were "reminiscent of a Victorian workhouse", Arun District Council claimed.

### Madrid welcome for Don Juan

Don Juan de Borbon y Battenberg, Count of Barcelona, father of King Juan Carlos of Spain, who has never renounced his claims to the throne, landed in Madrid yesterday with his son. Page 6.

### All's £28m.

Boyer Muhammad Ali estimated in London yesterday that he had made about £15.5m. during his career and was contracted to earn a further £13m. before retiring at the end of this year.

### Briefly...

Carreras Rothmans is to re-introduce cigarette cards. See and Matters, Page 20.

Gunnar burst into a Frankfurt West Germany court hearing a robbery trial and took two court officials hostage.

BBC has cancelled TV coverage of the Daily Mail Race of Champions at Brands Hatch on Sunday because of an unacceptable volume of advertising on racing cars.

Prince Edward, the Queen's youngest son, is 12 to-day.

### CHIEF PRICE CHANGES YESTERDAY

(Prices in pence unless otherwise indicated)

RISIN		FALLS	
Electric 4pc 74-79...	5887	Sedgwick Forbes	235 + 11
Treasury 12pc 1993...	1261	Sime Darby	115 - 6
Asad, Dairies	218 + 8	Transport Develop.	59 - 4
Clarke Chapman	71 + 2	Western Elec.	370 + 40
Drake and Cabell	16 + 3	Shell Transport	402 + 7
Emu Wine	180 - 10	Geevor	177 + 8
Heath (C.E.)	256 + 14	Sabina	185 + 81
Hong Kong Land	157 - 7	Southern Malay	125 + 8
HK and Shanghai	382 - 21	Union Crp.	295 + 9
Hutchison Intl.	51 + 61		
Intl. Pac. Secs.	120 + 15	British Land	32 - 3
Jardine Matheson	402 - 17	Parlatex Jersey	85 - 15
Kimber	23 + 3	Pecon	293 - 18
Kwik-Save Discounts	126 + 8	Overseas Group	60 - 51
Leslie and Godwin	129 + 15	Law Land	63 - 4
Philips Lamp	97 + 16	MEPC	79 - 4
Pittard	77 + 5	Photopia	30 - 4
Richardson Westar	49 + 41	Refell	640 - 60
Robb-Caledon	53 + 7	Libanon	590 - 28
		Si. Helena	1161 - 11
		Westfield Minerals	172 - 23

## Jobless total high until 1980 says National Institute

BY WILLIAM KEEGAN, Economics Correspondent

A depressing forecast that unemployment will go on rising to 1.4m. by the end of this year and 1.5m. in late 1977, is made this morning by the independent National Institute of Economic and Social Research in its latest review. These are seasonally adjusted figures and would mean a peak next winter of 1.5m., to 1.6m., even excluding students.

In an assessment dominated by the constraints imposed by the balance of payments deficit—even after the worst recession since the Second World War—the NIESR sees little hope of a return to anything like full employment in the years up to 1980. It also foresees a severe squeeze on living standards.

In spite of its many years' experience in economic forecasting, the Institute on this occasion echoes a straight prediction of the U.K. inflation rate.

Instead, it spells out the implications of either adherence to a tough wage policy in Stage Two, or of allowing the market to determine a policy limiting earnings growth to 6 per cent., as seen as having a major impact on inflation, reducing the growth in consumer prices to just over 10 per cent. this year and under 6 per cent. through 1977.

But, assuming unchanged policies because of the balance of payments constraint, the growth in output this year and next would be too slow to prevent unemployment rising. The GDP projection is for increases of under 2 per cent. in both years and real personal disposable incomes would be falling.

On the other hand, if the country were to lurch into another wage explosion involving 20 per cent growth in earnings next year, then this "would leave the economy in a considerably worse position in virtually all respects by the end of the year (1977). Short-term prob-

### June target for pay policy

Pay policy to replace the 25 limit is unlikely to emerge until June. This is indicated by a document—setting out the TUC timetable for negotiations—to be considered by the TUC executive committee today. TUC leaders this afternoon will meet Chancellor to urge an extra £1.95m. injection in the April Budget. Back Page.

reduced business spending and worse unemployment. Before long, prices would catch up, the exchange rate would tumble and "by the beginning of 1978, the U.K. would once again be in a state of crisis."

The short and medium term prospect painted by the review is considerably at variance with the picture of a 51 per cent growth rate in GDP over the three years to 1979, which Mr. Healey said in the Commons yesterday was implied by the assumption in the public expenditure White Paper of a 3 per cent a year average growth in GDP from 1974 to 1979.

In a paragraph which has been uncannily overtaken by events, the NIESR refers to an alleviation of the situation of the U.K. achieves a devaluation of the order of 5 per cent. without reticulation in one year.

Although time-lags would mean that the effect on unemployment was not very significant this year, the NIESR estimates that extra employment of 200,000 would be generated by the end of 1977. And the devaluation of sterling since the review went to press amounts to approximately 4 per cent.

The forecast is of a current balance of payments deficit of £2bn. this year and a range of £1.5bn. to £1.9bn. in 1977.

Moreover, "there appears to be little prospect of the U.K. attaining full employment and current account balance by 1980 without substantial further improvements in its international competitiveness or equivalent measures to shift resources into the external balance."

The review is not wholly clear in its explanation of the balance of payments constraint and the

Continued on Back Page  
Parliament, Page 17  
Editorial comment, Page 20  
Details of report, Page 26

## Healey: more cuts possible

BY PHILIP RAWSTORNE

MR. DENIS HEALEY, Chancellor of the Exchequer, yesterday threatened further public expenditure cuts if the Government's current measures failed to secure a radical improvement in the economy.

Opening the Commons debate on the Government's Public Expenditure White Paper, Mr. Healey set out a daunting target.

"If we are to reduce unemployment to 700,000 in 1979—and certainly nothing less ambitious should be our objective—then our gross domestic product must grow at an average rate of 5.5 per cent. over the preceding three years and manufacturing output must grow about 8.5 per cent. a year over the same period," he said.

Such a sustained level of growth has never before been attained in this country. The 5.5 per cent. target is implied by the 2.4 per cent. growth rate from 1974 on which the White Paper central forecasts were based.

But Mr. Healey insisted that Britain had to aim at the achievements already secured by its main competitors, France, Germany and Japan—as an increase in manufacturing investment sufficient not only to improve our competitiveness but also to generate substantial increases in manufacturing employment.

The TUC's main anxiety had been the risk that the balance of payments and capital spending might not automatically improve to fill the gap created by the public expenditure cuts. "I do not believe either that our economic performance will improve automatically," Mr. Healey said.

He added: "Without this levelling off in public expenditure it would be physically impossible to achieve the improvement we need in the rest of the economy."

"If we should fail for any reason to get that improvement we shall have to cut public expenditure programmes further rather than increase them."

The level of public spending envisaged a year ago would today have forced restraints on private consumption equivalent to an increase of 8p in the pound on the basic rate of income tax, he said.

Sir Geoffrey Howe, Tory spokesman, condemned Mr. Healey's "aggressive complacency." The Conservatives, he said, believed that cuts of £4bn. were necessary as soon as possible—"though, heaven knows, how quickly one could achieve it."

Parliament, Page 17

## Nigeria cuts sterling element of reserves

BY SAMUEL BRITTON

GOVERNOR Mallam Adamu Ciroma of the Nigerian Central Bank announced over Lagos Radio yesterday that his country's foreign exchange reserves had been diversified from their predominantly sterling content.

Mr. Ciroma said the move had been taken to protect the reserves from currency fluctuations and because of the increased volume of Nigerian trade requiring payment in various currencies. The reserves are now held in marks, Swiss francs, U.S. dollars and Japanese yen, as well as sterling.

Nigeria is among the holders of sterling.

Its diversification out of the U.K. currency has been a long-term policy which is taking place throughout most of last year. The foreign exchange market has been well aware of it and is confident that Nigerian movements played no significant part in the decline of sterling in the last few days.

Signs of disquiet about the future of sterling by the Nigerians are believed to have played a part in the crisis of last July which led to the adoption of the 25 pay limit. It is this move which has led to some misunderstandings. But the present situation, with U.K. inflation rates coming down, and a managed float, is entirely different.

Nigerian reserves held in sterling are believed to have amounted to about £1bn. at the end of last year or a third of Nigeria's total. The diversification policy may have reduced them by about £300m.

There has been a general tendency on the part of the oil-producing countries to reduce gradually the proportion of their reserves held in sterling. Oil

### Fed lets interest rates slip.

Page 4

country sterling reserves are believed to have fallen by about £500m. from a peak of £3.5bn. at the end of March 1975.

Colin Millham writes: Sterling closed at further record low levels against the U.S. dollar and major currencies yesterday. But there was less pressure on the pound than in the past few days.

The recent sharp decline was also helped and market sources suggested that support by the Bank of England was on a relatively small scale.

The report from Lagos that Nigeria has been diversifying part of its foreign exchange reserves out of sterling had little impact on the market, but a late decline to £1.9350 at one point was partly brought about by selling orders of sterling coming from some European countries.

Sterling closed at \$1.9415, a fall of 10 points on the day, and the Bank of England's calculation of its depreciation since December 1971, widened to a record 33.2 per cent. from 33.1 per cent. after improving to 32.9 per cent. at noon.

Other European currencies showed little change in fairly calm conditions. The Italian lira and French franc—which have both been under pressure lately—closed almost unchanged in terms of the dollar, but there were indications of limited intervention by the French authorities to assist the franc.

Speculation over a possible realignment of currencies in the European snake continues, with the French franc, Belgian franc and Dutch guilder being particularly vulnerable in relation to the very firm West German D-mark. Any further sharp fall by sterling of the lira would give rise to further unrest within the snake, even though the pound and the lira are not part of the joint deal agreement.

### £ in New York

	March 9	March 10
Spot	\$1.9415	\$1.9415
London	1.9415	1.9415
Frankfurt	1.9415	1.9415
Geneva	1.9415	1.9415

## Amalgamated Investment share trading suspended

BY QUENTIN GUIRDHAM

AMALGAMATED Investment and Property Company has today asked for trading in all the group's securities to be suspended. A statement last night said only that the action had been taken "pending clarification of the company's financial position."

### Moratorium

AIP ranks as Britain's eighth largest property company, with assets valued at £206m. in its last accounts. Borrowings were more than £120m. and the company appeared to show a deficit running at £10m. annually between interest charges and net income.

At the annual meeting in November, the then chairman, Mr. Jessel Harrison, who resigned last month, said that AIP has made around £20m. additional last month had been worth of sales in the last year arranged with the company's

backers. The moratorium agreed with the banks runs out this month.

A banking adviser to AIP said last night that it was "very, very difficult, but not certain" that a deal agreement could be reached. However, if agreement was not reached, the company's shares were "not trading at appropriate levels." Talks with bankers were continuing daily, he said.

Among AIP's main asset buildings are the former Port of London Authority House near the Tower of London; a 200,000 sq. ft. office in Easton, Essex; London Bridge House; and a large Park development. AIP was the largest backer of the successful Hays Wharf development scheme.

The company was built up by Mr. Gabriel Harrison, who died in 1974. He was succeeded by Mr. Jessel Harrison, his brother, who in turn has been followed, as chairman and chief executive, by a nephew, Mr. Peter Osberg.

In its effort to cut its peering, Mr. Jessel Harrison, who resigned last month, said that AIP has made around £20m. additional last month had been worth of sales in the last year arranged with the company's

largest funding deals, for £44.5m. with the Electricity Supply Board, and a £10m. loan on its joint development of the Army and Navy Stores site in Victoria Street, London.

The sales, however, were thought to be at a fifth below book value and, with the fall in the property market, AIP's present assets, last valued in 1973, may be worth a third less than their book value.

### Activity

There had been no unusual activity yesterday morning in the shares, which fell from 75p to 5p at one point last year. Following the suspension, at 16p, some nervous selling of other property shares followed through fears of another large block of properties being placed on the market by liquidators.

Land Securities ended the day 3p down at 175p and WEP 4p down at 79p. British Land finished 3p down at 32p and Town and City Properties 2p down at 16p.

## S.A. interests in Thorpe affair—Wilson

BY PETER HENNESSY, LOBBY CORRESPONDENT

THE PRIME MINISTER told the Commons yesterday that he had no doubt that agents, financed by South African funds, had been involved in recent activities in the West Country that had led to personal allegations against Mr. Jeremy Thorpe, Liberal leader.

Mr. Wilson said that there was no evidence to suggest that the security services of the South African Government were involved.

But he referred to "very strong and heavily financed private master-minding of certain political operations" by South African agents financed by South African business interests.

Mr. Thorpe, who was present in the Commons, seemed surprised by the Prime Minister's statement, although there had been much talk in Liberal circles in recent weeks about South African involvement in the affair.

Mr. Norman Scott, Mr. Scott has made personal allegations which the Liberal leader has vigorously denied.

Mr. Thorpe left Westminster shortly after without commenting on the Prime Minister's statement, to take part in the final stages of the Caribbean by-election campaign.

There seemed little respite for Mr. Thorpe yesterday. In the early hours of the morning he telephoned Mr. Cyril Smith, his Chief Whip, who is confined to a hospital bed in his Rochdale constituency, after reports that Mr. Smith was considering resigning his whip's office.

Mr. Smith told Mr. Thorpe that he would resume his duties as soon as he was restored to health.

But in a radio interview later in the morning, Mr. Smith said Thorpe from his declared intention that he was still considering resignation, thereby fueling still the Llandudno assembly.

Further speculation about Mr. Thorpe's continued leadership. Mr. Smith went further in an interview on Independent TV, returning to his theme that some of his colleagues had been less than frank with him about the Scott affair.

Making it clear that he was speaking about a Liberal but not a fellow Liberal MP, Mr. Smith said: "I suspect at least one individual—not Jeremy Thorpe—knows a lot more about the affair than he has been prepared to say."

Mr. Smith has throughout professed his belief that Mr. Thorpe is innocent of the allegations against him.

**Irritation**

There was some irritation at Westminster yesterday with what one Liberal MP called "Cyril Smith's absurd sick bed ramblings."

Another MP said that a period of silence would be welcome on the part of all his colleagues, given the imminence of the by-elections at both Carshalton and the Wirral.

There was a feeling, also, that while continued uncertainty could do irreparable damage to the Liberal Party, it would take a "dramatic event" like a highly unlikely coup by the Parliamentarian Liberal Party, to oust Mr. Thorpe before the Liberal assembly in September.

Short of that, only a decision to advance the implementation of the new leadership selection process, announced on Monday and the holding of a special assembly could divert Mr. Thorpe from his declared intention of solidifying on until after resignation, thereby fueling still the Llandudno assembly.

FEATURES		FT REPORTS	
Nuclear energy's power game	20	Economic difficulties in Zaire	5
Pursuing struggle over new towns	21	Corcoran's odd-man-out	6
By-election report	7	Calculators	29-33
U.S. public television	4	German banking	13-16
Japanese aid: a smaller cheque	4		

ON OTHER PAGES		ANNUAL STATEMENTS	
Appointments	18	Landward	2
Appointments Adv.	21	May and Mayors	26
County News	22-23	Mayors	26
Crownwork	24	Mayors' Minutes	26
Education: Cate	25	Mayors' Minutes	26
Europe's World	26	Mayors' Minutes	26
Finance and Tax	27	Mayors' Minutes	26
Foreign Exchange	28	Mayors' Minutes	26
General News	29	Mayors' Minutes	26
Health	30	Mayors' Minutes	26
Home News	31	Mayors' Minutes	26
Int. Security News	32	Mayors' Minutes	26
Labour News	33	Mayors' Minutes	26
Leading Articles	34	Mayors' Minutes	26
Letters	35	Mayors' Minutes	26
Law	36	Mayors' Minutes	26

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## WORLD TRADE NEWS

## Grain, lorry imports push Soviet Union into deficit

BY OUR OWN CORRESPONDENT

RECENTLY released official figures reveal that the Soviet Union ran up a 1.5bn. rouble deficit in 1975, the first deficit in the overall 2bn. rouble surplus in 1974.

The figures show the entire deficit was made in exchanges with non-members of Comecon, meaning the Third World as well as the industrialised West.

Foreign Trade, the official publication of the Foreign Trade Ministry, carried the data in its January number. An accompanying article stressed the overall growth of Soviet trade, but gave no details of breakdown that would explain the deficit.

But it is accepted here that the deepening negative trade balance is largely the result of poor Soviet export performance early last year in the face of the economic crisis in the West.

Another factor cited by Western economists is that the Soviet Union began taking delivery in early 1975 of large quantities of machinery ordered from the West during the previous two years. For instance, considerable amounts of the estimated 51bn. worth of Western-manufactured equipment bought for the Kama River lorry factory was delivered in the first months of last year and thus was added to the import ledger.

According to Foreign Trade magazine, total Soviet exports for the first six months of 1975 equaled 11.7bn. Roubles, while imports were 13.5bn. Roubles—a deficit of 1.8bn. Roubles. At the same time trade turnover with Comecon countries was evenly balanced at 6.7bn. Roubles in either direction. Thus the deduction that the deficit lay entirely within the non-Comecon sphere.

Traditionally Moscow offsets its deficit with the West through large surplus with the Third World, but apparently even heavy sales of raw materials to developing nations in 1975 could not offset its imbalance with the capitalist countries.

By comparison, figures given by foreign trade magazine for 1974 showed exports to all countries were 20.5bn. Roubles and imports 18.5bn. Roubles, a net surplus. Of that surplus, 1.5bn. Roubles was in trade with non-Comecon countries and 500m. with members of the Soviet trading bloc.

Most Western economic experts here expect that figures for the last six months of 1975 will show an even more massive deficit, thanks to grain purchases that the Soviet Union has been forced to make because of its disastrous harvest last year and because of delays in recovery of this country's export markets.

## Manila seeks \$256m. loan

By Our Own Correspondent

MANILA, March 9.

NEGOTIATIONS between the Philippine International Bank and Citicorp International Limited of London that could result in a substantial long-term loan for the first Philippine nuclear power plant, have reached an advanced stage.

The central bank disclosed that the loan, which will amount to \$256m. and is being arranged by Citicorp International Limited with Manufacturers Hanover Trust of London and American Express International of New York will represent the commercial portion of the foreign exchange crisis required for the country's \$1.2bn. nuclear power plant.

The Philippine nuclear power plant, through the national power corporation, was recently granted a \$277m. financing package by the U.S. Export-Import Bank, the largest single credit approved by the bank. The Philippine Central Bank said today that the government is finalising a \$450m. credit line with four consortia of Japanese, American and European banks to tide over the balance of payments squeeze anticipated this year until 1977.

## U.K. exports to Denmark fall

By Hilary Barnes

COPENHAGEN, March 9.

DANISH IMPORTS from the U.K. fell by 7.5 per cent. in 1975, according to Danish trade statistics, totalling Kr.1.1bn. The U.K. share of Danish imports fell from 10.9 per cent. to 10.3 per cent. Germany, Sweden and Norway, Britain's chief competitors in Denmark, all managed to make small increases in their exports to Denmark, whose total import bill was down by 1.6 per cent. to Kr.89.48bn.

There were few major shifts in the pattern of imports from the U.K. Imports of transport equipment fell from Fr.395m. to Kr.1.4bn. This included an increase in imports of cars from 11,627 to 18,449. Denmark's exports to the U.K. increased by 17.3 per cent. to Kr.9.4bn.

## Fed lets interest rates slip to help sterling

BY GUY DE JONQUIERES

NEW YORK, March 9.

MONEY Market analysts in New York believe that the Federal Reserve Board may have decided to check away temporarily from a modest tightening of monetary policy because of the sharp decline in the value of sterling.

Official concern about exacerbating the run on sterling is being cited by experienced observers of the Fed as the most plausible reason for the puzzling failure to follow through on its sudden decision ten days ago to push short-term interest rates to a slightly higher level.

The most significant indicator of the Fed's apparent hesitation is the behaviour of the rate on Federal funds, uncommitted reserves traded on the inter-bank market. After intervening at the end of last month to push this rate up to 8 per cent., the Fed has allowed it to slip back close to its previous level of about 4½ per cent. Last Friday, the Fed surprised observers by supplying additional reserves to the banking system, when it had been widely expected to do the opposite. In addition, its intervention tactics yesterday suggested that it was aiming at a

Fed funds target rate of about 4½ per cent.

While this change of tack has confused Wall Street experts, it has been well received by the markets, which have reacted nervously to the prospect of tighter credit. It was partly responsible for the firmer tone prevailing on the bond market yesterday and for the strong rally on the equity market over the past two days. At yesterday's auction of Treasury bills, the yield on 90-day bills dropped to 5.06 per cent. from the 5.26 per cent. a week previously, and the rate on the companion 180-day bills fell to 7.42 per cent. from 7.54 per cent.

An alternative explanation of the Fed's current tactics now being canvassed on Wall Street is that the central bank misjudged the sharp drop in money supply last week resulting from the successful sale of \$50m. in Treasury securities on February 13.

It seems improbable that this was the case, however, since it implies a massive oversight by the Fed's market managers.

Moreover, money supply has been growing rapidly in the preceding weeks, but even last week's decline made only a small dent in the longer-term rate of increase.

During February, M-1 grew at an annual rate of about 8.5 per cent., close to the upper end of the target range. M-2, which is a broader measure of the monetary aggregates, grew at an annual rate of 13.5 per cent., well above the Fed's target calling of 10.5 per cent.

The view of most experts on Wall Street is that, once the foreign exchange markets have settled down, the Fed will resume a slightly tighter credit policy for several weeks. It is thought that this could lead to a rise in prime rate to about 7½ per cent. from 6½ per cent. at present. It is thought, however, that with the inflation rate coming down quite sharply, the Fed is aiming more at fine-tuning than at any major reversal of policy, and that it will avoid tightening the monetary reins so closely that the economic recovery could be affected.

## Chilean loan 'misuse' condemned

By Hugh O'Shaughnessy

THE GOVERNMENT yesterday launched two new attacks on the Chilean military junta.

Speaking at Wye College in Kent, Mr. John Grant, the junior minister at the Overseas Development Ministry, condemned General Pinochet's use of the World Bank decision to grant a loan to Chile to suggest that there was international support for the junta's policies.

Though he stopped short of hitting at the World Bank itself, Mr. Grant said that the political capital made out of the decision to grant a loan was "an appalling and blatant misuse of the World Bank action. It was a move to give the Chilean regime 'a phoney cloak of international respectability'."

Last month the World Bank approved a \$33m. loan to Chile against the expressed opposition of many European countries. Britain abstained in the vote after having expressed disapproval of the loan.

Mr. Grant, a moderate member of the Labour Party, is known to feel that the decision to give aid to a government should be increasingly tied to an undertaking by the recipient government to respect human rights.

Meanwhile the Foreign and Commonwealth Office commented that Britain was not in favour of an open handed policy by the Inter-American Development Bank towards the junta.

Under the presidency of the former Mexican Finance Minister, Sr. Antonio Ortiz Mena, the IDB has been channelling funds to Chile. The junta has formally complimented the Bank on the swiftness with which it has processed loan applications.

SECRET discussions here between Saudi Arabia and U.S. oil executives on the takeover of the Arabian American Oil Company (Aramco) are expected to end soon, the company has announced.

It said in a brief statement issued in New York last night that the talks were a continuation of earlier discussions between Aramco's management and the shareholders—the Saudi Arabian Government, represented by its oil minister, Sheikh Ahmed Zamil Yamani. The takeover, announced earlier by Saudi Arabia, was among the subjects being discussed, Aramco said.

income of little more than \$200m. was provided by these diverse sources: State Boards of Education and State grants 25.4 per cent.; Federal Government grants, distributed mostly through PBS 22.3 per cent.; local school and local government grants 11.2 per cent.; State colleges 10 per cent.; foundations 9.1 per cent.—money given by viewers 7.7 per cent.; business and industry 3.5 per cent.; public auctions of goods donated by viewers 3.5 per cent.; other sources 7.3 per cent.

The Federal Government has been increasing its contributions each year—from \$8m. in 1969 to \$22.5m. in 1975. But its biggest help to the system is to come from the almost-completed legislation giving public TV its first long-term financing commitment. The legislation before Congress authorises the spending of \$634m. over the next five years. But to be sure that public broadcasting does not become too dependent on Uncle Sam, the bill provides that each Federal dollar must be matched by \$2.50 privately raised.

Besides being hurt by low funding and high costs, production of good American dramatic programmes has been further limited by a dedication to localism. While the system is expecting a great infusion of government money, half of it will be distributed to the local stations. Whether the other half will be put into American drama and public affairs programming or be used to buy more from abroad is not known. Broadcasters predict that it will be some of both.

The trend now in public broadcasting is definitely for use of more and more imports and more international co-productions. This far, American-British production has meant a combination of British talent and American money. PBS executives are claiming they want to see British money spent on American shows. But until Americans can produce quality shows less expensively, public TV's use of British programmes is likely to continue.

## Peak motor sales in Canada

Sales of new motor vehicles in Canada last year rose to a record 1.3m. units, up 3.2 per cent. from the previous year, according to Statistics Canada, reports from the Roman from Toronto. The total was made up of 950,189 (942,797) passenger cars and 324,489 (306,507) commercial vehicles. The industry is projecting 1m. car sales this year.

Sales of cars manufactured overseas rose 3.2 per cent. to 153,494 while sales of North American built cars rose 4.9 per cent. to 833,693 units.

## Mexicans buy fewer cars

Car sales in Mexico fell by 1.3 per cent. last year, but total vehicle sales rose by 4 per cent. because of a strong market for lorries and buses, reports Alan Riding from Mexico City.

Car sales were partly affected by the economic recession and the accompanying tight credit situation, but the impact of increased retail prices—an average 20 per cent. up last year—was clearly significant.

## World Bank may save Pakistan's investments

BY IQBAL MIRZA

KARACHI, March 9.

PAKISTAN'S MAIN financial institutions, Pakistan Industrial Credit and Investment Corporation (PICIC) and the Industrial Development Bank of Pakistan (IDBP), which provide foreign loans to the private sector, are in a state of financial crisis. PICIC has on its sanctioned list about 50 industrial projects involving foreign currency loans equivalent to Rs.500m., which are held up for want of necessary funds. Similarly the IDBP, in foreign exchange to finance sanctioned projects in the private sector.

Two appraisal missions, one from the World Bank and the other from the Asian Development Bank are now with PICIC studying its industrial financing and long term credit requirements.

The lack of adequate investment flow in the private industrial sector seems to have

caused widespread repercussions in the economy as a whole.

The growth rate of GNP during 1974-75 touched a new low of 2.6 per cent., compared with 4.6 per cent. in 1973-74 and 7.8 per cent. in 1972-73. The increase in population of 3 per cent. outstripped the GNP growth and resulted in a decline in per capita income.

The situation has been aggravated by the stagnation in Pakistan's exports which have remained stuck at around the \$1bn. mark for the last two years. The country is heading towards a similar performance in the current fiscal year, official projections of Pakistan's exports in 1975-76 are around \$1.2bn., but analysis of the first six months shows that the year might end up with a total of \$1bn. Against this Pakistan's imports are increasing from \$2.3bn. in 1974-75 to around \$2.5bn. to \$2.6bn. this year.

## JAPANESE AID

## A smaller cheque

BY DICK WILSON, RECENTLY IN TOKYO

DESPITE the signs of recovery in the economy, Japan's overseas aid programme, which in 1973-74 hit an all-time record of \$3.7bn., is still in trouble. The Japanese aid cheque, an increasingly important factor in Third World development, dropped by half in 1974-75 and is believed to be little better in the current fiscal year ending this month. With another deficit budget in prospect for the coming year, and

business still in recession, there is little chance of a substantial increase for 1976-77.

The gloomy budget outlook coincides with the remarkable diplomatic failure of Mr. Takeo Miki, the well-known Prime Minister, in South East Asian economic diplomacy. Mr. Miki has always wanted to have a Japanese equivalent in South East Asia of Britain's post-war Colombo Plan or the U.S. Marshall Plan. Soon after his election to the Premiership he set up an earlier Government's income-doubling plan and industrial economic adviser to subsequent administrations on a post-Vietnam war tour of South East Asia to assess the climate.

Dr. Okita found that even the five governments joined together in the Association of South East Asian Nations (ASEAN), comprising Indonesia, Malaysia, Philippines, Singapore and Thailand, were not yet ready for economic collaboration, and that what countries in that area seemed to want was the same old bilateral aid handouts as before.

Mr. Miki, fired by the informality of the Rambouillet summit, nevertheless saw in the forthcoming ASEAN heads of government conference (the first ever held in Bali) an ideal opportunity to launch his new project, and he sent a Vice-Premier Minister to secure him an in-

crease in the number of official aid to help private investors to stockpile lead, copper, zinc, and aluminium. The economic ministries, unlike the Foreign Ministry, are unanimously against international agreements tending to raise world commodity prices, and Japanese policy on this question at the Fourth UNCTAD conference in Nairobi in May will be inevitably negative.

Dr. Okita, trying to drum up some domestic sympathy for overseas aid, has meanwhile come up with a \$800m. plan to double rice production in South and South East Asia through irrigation in the next 15 years. It is a clever move, since the Japanese are more interested in Asia than other parts of the Third World, prefer grass-roots projects to white elephants, and have been so popular here that they are now being asked to repeat their own success as rice farmers (their productivity as growers of rice is roughly three times that of India or Indonesia).

The major target of the Third World this year is to get more aid on better terms including provision for debt relief. Japan cannot offer more than \$200m. and will reach about \$1.2bn. and private investment for example, India, the Foreign Ministry cannot even offer at Nairobi better things to

## The trend of official aid in future is likely to be away from Asian beneficiaries.

vitiation. The ASEAN governments have not overruled their internal dissensions about insurgency, territorial disputes, policy toward China and Vietnam and economic collaboration, and were not therefore ready for a collective meeting with Mr. Miki.

As a result Tokyo's place for an Asian commodity earnings guarantee system similar to an EEC scheme for Africa have come by the board—perhaps just as well in view of the Finance Ministry's stubborn refusal to accept a deficit budget year to agree to a greater aid handout. It is in any case recognised that the Asian, unlike the Africans, would prefer more individual commodity price stabilisation pacts similar to the International Tin Agreement to receiving export shortfalls compensation, which inevitably arrives too late to remedy the foreign exchange crisis when it occurs.

Japan—unlike the U.S. or EEC—took the trouble to send an official observer to the last month to feel the pulse of the ministerial meeting of the Group of 77 developing countries formulating their final demand for more commodity agreements in the UNCTAD. But the agencies for Japanese participation in new commodity pacts are far from good. Even the Japanese contribution to the new coffee stock for the Fifth International Tin Agreement is held up because of a possible new agreement of international trade and industry (MITI) and the private tin importers about who should bear

come, since its fall-back plan for a tripling of official aid to \$3bn. by 1980 has not yet cleared the Finance Ministry.

This plan, which includes the introduction of five-year planning and a rolling basis as is done by the U.S. for example, India, would bring official aid to 0.35 per cent. of Japan's GNP—only half of what the Group of 77 is demanding.

Japan is not sympathetic to a general approach to debt relief, which would make it more difficult to extend new government loans. Although Japan has participated in individual cases of debt relief, it does not relish the institutionalisation of re-scheduling unless all major donors participate.

On one matter Japan is unopposed, namely its preference for giving loans rather than grants. It has found receiving aid more responsible in their disposition of the money if it is to be repaid.

The trend of official aid in future is likely to be away from Asian beneficiaries, who at present get about three-quarters of its aid. Latin America and the Middle East (including Egypt) disbursements to Iran and Iraq are expected to increase substantially next year under earlier commitments. But Foreign Ministry officials are quick to add that private investment could take up any slack, and that the overall flow of development funds to Asia should not therefore fall.

## U.S. envoy to Japan may testify

BY JUREK MARTIN

WASHINGTON, March 9.

MR. JAMES HODGSON, the current U.S. Ambassador to Japan, will probably testify before the Senate Multinationals Sub-Committee on Lockheed's overseas activities, the session could well take place as early as to-morrow.

Mr. Hodgson was a career Lockheed employee before joining President Nixon's administration in 1969, first as deputy and then as Secretary of Labour. He left government service at the end of the first Nixon term and rejoined the aerospace company as vice-president for corporate affairs until he was appointed some 18 months ago as Ambassador in Tokyo.

It is unclear whether the committee wishes to focus its questioning on Mr. Hodgson's information in Japan over Lockheed's

behaviour there, on which he is emphatically qualified to report, or on his past role as a Lockheed employee, or whether indeed it will press him on any contact he has maintained with Lockheed's agents in Japan.

In his long career with Lockheed, Mr. Hodgson was never involved with foreign military sales, a company spokesman in California said today. His area of expertise had always been industrial relations.

In fact, it was former President Nixon, in the course of his trip to China last month, who drew public attention to Mr. Hodgson's Lockheed connections in some off-the-cuff remarks to a Press photographer.

Mr. Hodgson is currently back in the U.S. on a speaking tour

which, the State Department said this morning, was arranged long before the Lockheed storm broke. Meanwhile, Lockheed also announced today that because of its running dispute with the Securities and Exchange Commission it was being obliged to ask for an extension of a May 15 deadline for the latest phase of its re-financing plan.

This essentially involves the conversion of a large portion of the company's outstanding debt held by major banks into a new issue of preferred stock. This requires the presentation of a proxy statement to a full shareholders' meeting, but the SEC has been insisting that the statement include details of whom Lockheed has paid off overseas. The company has resisted this and, in consequence, the shareholders' meeting has been postponed at least three times already.

Both Lockheed and the SEC have hinted recently that they are in a far from content agreement, which should enable the re-financing to proceed. It is believed that Lockheed is prepared to agree to the creation of an independent committee of outsiders which would fully investigate and report on the state of the company.

Lockheed said today that legal requirements, relating primarily to the terms of the consent decree and to the preparation of the proxy statement, had caused the delay, but it admitted that negotiations with its banks, headed by Bank of America and Bankers Trust, could result in modification of the re-financing plan.

## Boycott of Diet continues

TOKYO, March 9.

OPPOSITION parties to-day continued their boycott of the Japanese Diet (Parliament), including the consideration of urgent anti-recession measures in the budget, until the Government agreed to full disclosure of all information in the Lockheed payoff affair.

The parties said that American conditions about the release of information was a virtual rejection of resolutions passed by both houses of the Diet last month. These called for public disclosure of information on the multi-million payoffs by Lockheed to further the sale of its planes here.

Last Friday, the U.S. deputy Under-Secretary of State, Mr. Robert Ingelsoll, said that American leaders would not support information only if all names were kept secret until legal proceedings were actually started.

Meanwhile, a former Cabinet Minister said that the election of the Lockheed F104 jet fighter over Grumman aircraft to arm Japan's self-defence force in 1959 was made to help former Prime Minister Nobusuke Kishi remain in power.

Mr. Shigeo Inoh, chief of the Self-Defence Agency and a member of the Kishi Cabinet, said in an interview published today that he was confronted with "political" pressures through various channels before the Government finally cancelled its earlier decision to buy the Grumman jet planes. He said that Mr. Kishi needed the support of the late Mr. Ichiro Kono, one of the powerful factional leaders who favoured the Lockheed jet fighters, to stay in power. Agencies

## U.S. PUBLIC TELEVISION

## Buying British

BY NANCY DUNNE IN WASHINGTON

THE MAJOR event on American television these days is not an expensive variety spectacular or a two-part showing of a hitherto unobtainable film or a controversial public affairs programme with a provocative title. It is the start of the third season return of Upstairs Downstairs, and it takes place on the public broadcasting, not commercial, channels.

Beginning with the extraordinary success of The Forsyte Saga in 1969, English TV imports have been so popular here that critics have taken to talking of the "brilliant bundles from Britain" and have been challenging American TV moguls to produce shows of similar quality.

At this juncture, stations sponsored out to compete for the pre-emptive value acquired among "opinion makers" in their programmes cultural events—concerts, dance and theatre—in depth reporting and analysis, documentaries, and widely-praised children's shows like Sesame Street and The Electric Company.

Even now, more than one-third of public broadcasting programmes are strictly educational—for classroom use. And many programmes, considered entertainment, like classic theatre and Upstairs Downstairs, are accompanied by dialogue setting the shows in a home or literary framework. The 252 stations now participating in the system are licensed either to educational institutions—such as colleges, universities, local school boards—or to non-profit community corporations. Their interconnection is supervised by the Washington-based Public Broadcasting Service (PBS), which distributes programmes throughout the system and administers the station's national buying and producing co-operatives.

The Forsyte Saga arrived in the U.S. at a time when the Public Broadcasting stations had begun a considerable metamorphosis that turned "educational television" into an alternative entertainment and public affairs network. What had been a lot of individual local stations doing classroom instruction and providing home study courses evolved into a network when Congress created a private, non-profit Corporation for Public Broadcasting (CPB) in 1967 to allocate government and private funds and to facilitate the growth of public broadcasting.

Thus far, American-British production has meant a combination of British talent and American money.

At this juncture, stations sponsored out to compete for the pre-emptive value acquired among "opinion makers" in their programmes cultural events—concerts, dance and theatre—in depth reporting and analysis, documentaries, and widely-praised children's shows like Sesame Street and The Electric Company.

While the system can in no way compete with commercial networks for large audiences—3 per cent. is considered an acceptable rating—it has a growing audience among well-educated, educated viewers. In fact it has gained such allegiance from this dedicated segment of

viewers that, despite the recession of 1975, they contributed in record numbers to local fund raising campaigns to support the stations. For instance in Chicago, subscribers' contributions provided about 68 per cent. of the annual budget of station WTTW. Drives in Los Angeles and Boston last year raised more money than the previous year and even more than the stations had hoped for. Corporations like IBM and Mobil Oil, which receive nothing more for funding programmes than a one sentence on-the-air credit, have been happy to jump in and

sponsor shows just for the pre-emptive value acquired among "opinion makers" in their programmes cultural events—concerts, dance and theatre—in depth reporting and analysis, documentaries, and widely-praised children's shows like Sesame Street and The Electric Company.

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## OVERSEAS NEWS

## Mutineers threaten Syrian peace moves in Lebanon

BEIRUT, March 9.

ARMY mutineers to-day seized the Lebanese garrison town of Rashaya, on the slopes of Mount Hermon, and Premier Rashid Karami said the mutiny showed that some people thought they could take over the country.

The action, which consolidated the hold of army deserters on Eastern Lebanon, cast a shadow over the mediation mission of Syrian Foreign Minister Abdel Halim Khaddam, who returned to Lebanon to-day.

Answering deputies' questions in Parliament, Mr. Karami said the mutiny showed "that there are some who still imagine they can take over the government and the country through such tactics."

The Syrian Foreign Minister, accompanied by Air Force chief Naji Jamil, went straight into conference with President Suleiman Franjeh, who is reported to fear that another mutiny yesterday could provide a pretext for Israel to invade.

Army deserters yesterday took over an artillery battery at Arnnoun, only four miles from the Israeli border.

The garrison at Rashaya, which lies near a Palestinian commando supply route across the Syrian frontier, was seized without bloodshed according to a local parliamentary deputy.

Amid the problems created by the army desertions and the political vacuum in Lebanon, there was one positive move to-day. The country's parliament met for the first time in more than four months and voted to keep itself in office for 26 months beyond the end of its four-year term at the end of April. This was to avoid the holding of elections in the present uneasy state of security in the aftermath of the Civil War.

The general uncertainty created by the new mutinies poses a threat to the ceasefire which Mr. Khaddam engineered here on January 22, and must cause Syria worries about the whole Middle East situation. The deserters, or Palestinian Commandos sympathetic to them, pose a risk that Syria could be dragged into a war with Israel at a time not of its own choosing.

Reuter

## Rhodesia guerilla war area 'has doubled'

BY BRIDGET BLOOM, AFRICA CORRESPONDENT

SALISBURY, March 9.

RHODESIA has increased its war effort against nationalist guerrillas by 60 per cent since the present escalation in the guerrilla war in mid-January, according to Mr. Ted Sutton-Price, Deputy Minister in the Prime Minister's office here.

Mr. Sutton-Price, who was giving a Press briefing primarily on the military situation to the growing numbers of journalists now in the Rhodesian capital, said that since January the area subject to "terrorist" attacks had roughly doubled, and that in the last three or four weeks, there had been some sort of incident either in the north-east or along the eastern border with Mozambique, every day.

There was a distinction between the north-eastern front, opened in 1972, and the new one opened in January along the eastern border with Mozambique, he said. In the former, he implied that guerrillas had established themselves among the African population, although there was no sense in which they could be described as controlling Rhodesian territory. In the east, however, the guerrillas were based in Mozambique, making hit-and-run raids across the border at "soft" targets such as isolated farmsteads.

Although he refused to disclose any military details of the stepped up Rhodesian war effort, Mr. Sutton-Price several times repeated that Rhodesia's military authorities had the current situation fully under control, and even were the war to escalate further they would have no difficulty in controlling even a third front.

Meanwhile, the Nkomo-Smith talks are due to resume again to-morrow with both sides remaining silent on the precise nature of the concessions that Mr. Smith may have offered the African National Council here.

Nationalist sources continue to be optimistic, although others remain sceptical that anything like a breakthrough has been achieved.

## More than 1m. jobless in Japan

AN estimated 1.24m. people in Japan were unemployed during January, a 23.1 per cent. increase over the same period last year, the Prime Minister's office in Tokyo announced yesterday. CPI reports. January was the second consecutive month that the unemployment figures topped the 1m. mark.

### West Bank strike

For the second day running, shops and schools remained closed yesterday in the West Bank town of Nablus and several adjoining villages, writes L. Daniel from Tel Aviv. But the city elders and the education authorities have called upon the population not to demonstrate and to return to normal life.

### Pacific zone

Nine South Pacific countries agreed yesterday on a compromise version of a nuclear-free zone in the Pacific which will allow some nuclear weapons and nuclear-powered ships in the area, reports Reuter from New Zealand. The agreed position was seen by observers as a victory for the two most influential countries, Australia and New Zealand.

### Bangkok decision

Thailand announced it would continue to impose a State of Emergency in 25 of the country's 71 provinces for "national security reasons," reports AP-DJ from Bangkok. The present State of Emergency has been in effect since 1974 and has been extended every year.

### Libyans arrested

Egypt's Deputy Interior Minister was yesterday quoted as saying that 20 specially trained Libyans were now in Egyptian custody after being sent to Cairo two weeks ago to assassinate public figures. Reuter reports from Cairo.

### Angola-S.W. Africa

The immediate threat of war across Angola's border with South-West Africa has receded in the past three weeks, according to informed sources in Pretoria, reported by AP-DJ from Johannesburg. The sources said African troops of the Marxist Popular Movement (MPLA) and Cuban forces backing them have halted their southward approach towards the border.

### PLO in Tokyo

The Japanese Government will approve the establishment of a representative office in Tokyo of the Palestinian Liberation Organisation (PLO) without granting it the diplomatic status, reports AP-DJ from Japan.

## ECONOMIC DIFFICULTIES IN ZAIRE

## Costs of copper bottoming

BY BRIDGET BLOOM, RECENTLY IN KINSHASA

KINSHASA to-day is full of rumours centering — now that President Mobutu has normalised relations with the MPLA in Angola — on the country's most serious economic crisis in nearly ten years. The city — or that part of it which follows these things as above all speculating on the likelihood of President Mobutu accepting a hefty devaluation of the Zaire — part, it is thought of an IMF package designed to help Zaire meet an estimated foreign exchange shortfall this year of some \$600m.

Zaire's problem, very similar to neighbouring Zambia's, derives from its dependence on copper, which currently provides around 80 per cent. of all foreign exchange receipts. Prices have declined, averaging only some \$30 a tonne for most of the last 18 months, which is well below what it costs to produce the metal and the capacity of the country's export routes was cut by at least a third last August when the Benguela Railway through Angola was closed because of the civil war there.

Foreign exchange receipts, therefore have declined drastically. The estimate for this year's receipts is around \$600m, or less than half of what they were in 1973. This fall has come after several years of overspending by Zaire. Imports have been drastically cut back, but they rose to nearly \$1bn in 1974. Local food production has failed to meet demand, increasing imports, principally from South Africa, which in the middle of last year lent Zaire \$8m. Zaire (\$2.72m), mainly to support the growing import food bill (which covers a wide range including:

eggs from Natal, for example, retailing at \$120 a dozen). Zaire has already had some balance of payments support from foreign donors in addition to South Africa; but in the early 1970s it also borrowed heavily in medium term capital markets so that its debt servicing ratio is among the highest in Africa. Here has also been some skewing of spending priorities — it is

few reliable statistics. But the current picture, as put together principally by the World Bank and the IMF, puts total foreign exchange earnings in 1976 at \$840m; about \$400m, from the earnings of diamonds and \$80m, mostly from other minerals including diamonds. It is hoped to keep imports to \$500m-\$600m. But against this must be set arrears in commercial debts of

the U.S. is already planning some \$80m, and it is thought that Belgium and France may provide around \$40m each.

With the knowledge that the IMF is attempting to help and is apparently being supported by President Mobutu, business confidence in Zaire, which has been at a very low ebb for many months, is beginning to pick up — particularly since the Govern-

ment now also seems prepared to allow many companies affected by nationalisation to negotiate deals which would leave them with majority shareholdings.

But from the Government's point of view — the nub of it all is that the package must include devaluation. The rate said to have been recommended by the IMF ranges from a really hefty 40 per cent. to a more modest 20 per cent. The main argument is that devaluation would increase the local currency revenue from copper, boosting Government finances, currently, also in heavy deficit.

The IMF plan is said to allow for some 40 per cent. increase in wages, plus immediate pre-devaluation imports of food, to cushion the impact of the adjustment. But inflation is currently running at 30-40 per cent. and President Mobutu is said to be hating at the political implications of anything more than 10-15 per cent. devaluation. He is a very tough politician — and the last really big African devaluation — recommended by the IMF was introduced by Dr. Bissia's Government in Ghana, which was overthrown two weeks later.

In its turbulent 15 year history, Zaire has surmounted more than its fair share of crises. Today's is bad, but there are few who believe it cannot be overcome. The main problem remains what it has always been: Zaire is a country of great natural resources and a potential which is always on the verge of being realised. The fact is that agriculture (on which 30 per cent. of the population depends) is probably in a worse state than it has ever been. Some roads have been built, but transport in this vast country is appallingly bad and in no state to support real development. Resources from the good years have gone into huge projects which have increased dependence on copper. On top of all this is the problem of manpower and its organisation.

Zaire's inheritance, given the destructive effects of the early years of civil war, was arguably the worst in Africa. But the last ten years have failed to produce an administrative system which is either efficient in itself or offers those who work in it incentives to be efficient. Much of the blame undoubtedly attaches to President Mobutu's highly centralised rule.

While it has brought political stability, it has undermined attempts to bring about sustained economic management and planning. There are hopes that acceptance of the IMF package and all that it entails might change this aspect of Zaire to its own benefit.

An IMF package has been designed to help Zaire meet an estimated foreign exchange shortfall this year of some \$600m.

thought that some \$80m-100m. may have been committed to the purchase of 17 Mirage fighters from France (which are not included in the Zaire-France debt rescheduling announced during President Giscard d'Estaing's visit to Kinshasa last summer). Inevitably this general problem has had its effects on development projects — the immense scheme to run power from the Inga dam near the coast to the mining area of Shaba in the east has been cut back and will not be completed before 1978. Since expansion plans of the state mining company Gécamines have also been delayed, the effects may not be as serious as they might have been. Another project, involving Japanese, American, and South African finance is the \$800m, Tenke Fungurume copper project, was put on ice earlier this year. Only token work is being done to protect existing investment.

There is very little economic management in Zaire, and very Zaire's main trading partners —

ment now also seems prepared to allow many companies affected by nationalisation to negotiate deals which would leave them with majority shareholdings.

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## Angola oil cash move

By Guy de Jongh

NEW YORK, March 9. GULF OIL has decided to release to the Angolan Government about \$120m. in taxes and royalties on its oil concessions in Cabinda which it placed in a special account at the end of last year.

This action is apparently intended as a token of Gulf's good faith in its efforts to negotiate a resumption of production from its wells in Cabinda, which were shut down last December under pressure from the State Department.

A spokesman for Gulf said that talks with representatives of the Angolan Government were still at a "formative" stage.

## Talk of Red Guard rebellion

BY A SPECIAL CORRESPONDENT

PEKING, March 9.

A HINT that the Red Guard movement of the Cultural Revolution might be revived to combat Rightists within the Chinese Communist Party is contained in an article in to-day's People's Daily.

The article quotes members of the Peking Communist Youth League who are said to oppose the party's Rightists and "capitalist roaders." The league was banned after the Cultural Revolution, but revived three years ago though there has been no formal meeting or conference of the league since then.

The article claims that the ex-Red Guard members of the Peking League will "certainly demonstrate the revolutionary spirit of the Red Guards who during the Cultural Revolution

justly rebelled against the reactionaries. During the Cultural Revolution," the League explained, "we Red Guards, together with the people of the whole country and under the leadership of the Communist Party of China headed by Chairman Mao smashed the bourgeois headquarters of Liu Shao Chi and Lin Biao."

Now the unrepentant capitalist roaders who firmly support the revisionist line of Liu Shao Chi and Lin Biao has again jumped out and stirred up the rightist wing. When revisionism raises its head we criticize it and struggle against it, and under the party leadership we will rebel against it."

Ex acting Premier Tang Hsiao

Ping, though not mentioned by name, is accused of standing in the way of the aspirations of youth. He and his "faction" are said to have spread political rumours, used all kinds of tricks, split the revolutionary ranks, sabotaged party unity and turned the "spear-point" against the party Central Committee, headed by Chairman Mao.

UPI adds: The first important military and political figure to speak out publicly against Vice Premier Tang Hsiao Ping appeared guarded in his remarks.

The official was Sung Fei-chang, a member of the Communist party's Central Committee.

## Kurds clash with Iraqis

By Gwynne Roberts

KURDISH civilians last week shot Iraqi soldiers and policemen who tried to move them from their homes for re-settlement in less sensitive areas of Iraq, according to travellers from the region. During the last two months, a series of serious incidents have been reported in Northern Iraq involving armed Kurds and Iraqi security forces. Most of the clashes have occurred around Ruwanouk, one of the main battle areas in the Kurds' year long rebellion which the Iraqi government quashed last March.

Travellers said the latest incident occurred last Wednesday.

# "We'd like to think that more people fly TWA across the Atlantic because we're terrific."

The in-flight crew (right) may have something. But of course everyone has their own idea.

Bill Slattery, vice president of schedules, believes TWA's 187 departures every week from Europe, North Africa and the Middle East to a total of 35 cities in America have more bearing on the subject.

Harriet Korn, director of in-flight, puts up an interesting case for the choice of 2 films and 8 tracks of international audio on every Trans World Service flight.

Dieter Buehler, head of dining, says that the choice of 3 meals in Economy and 5 in First Class is a much more satisfying reason.

Jules Rondepierre, interior designer, suggests that TWA's wide, body-contoured seats in 747's are more to the point.

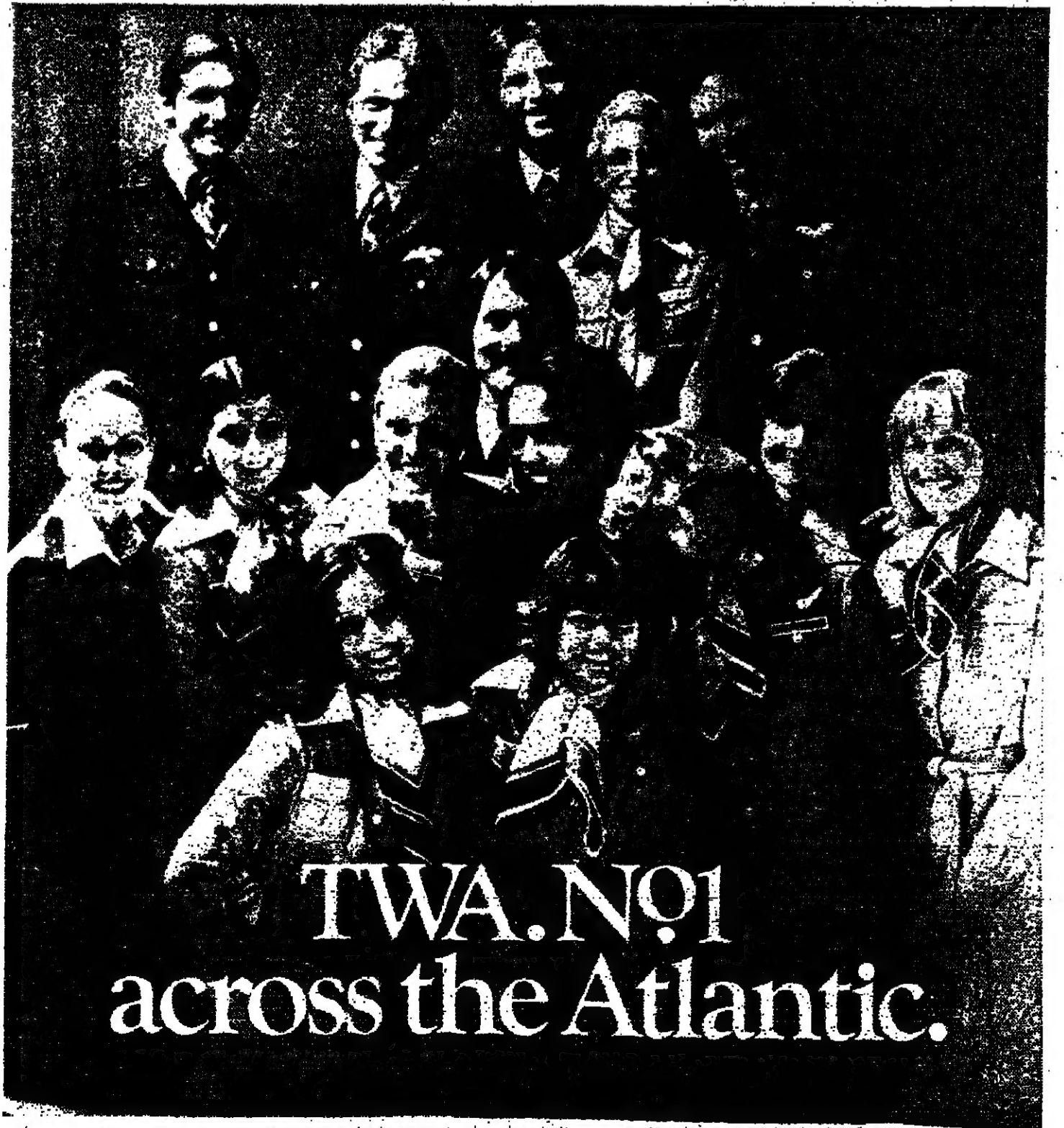
Andrée Picq, ground hostess, offers the unique reason of TWA's exclusive New York terminal.

And pilots are certain that TWA's consistent on-time performance is a much more important factor.

But it may just be that Charline, Kathryn, Lewis, Tamara, Shirley, Rick, Larry, Laura, Phyllis, Lynn, Ellyn, Denise, Art, Neal and Jane are right.

After all, they get to know you better than anyone.

TWA





## EUROPEAN NEWS

## EEC parliamentarians fear delay on direct elections

BY REGINALD DALE, COMMON MARKET CORRESPONDENT

STRASBOURG, March 8.

THERE IS now growing anxiety among European parliamentarians here that the forthcoming EEC summit may not finalise plans for the Parliament's direct election, due to start in 1979, mainly because of political difficulties in France. The wide-spread fear is that President Valéry Giscard d'Estaing may be hesitating over whether the moment is ripe to push ahead with the plan in view of the strong opposition inside France from the Communists and hard-line Gaullists.

Both in Brussels and in Strasbourg this would be regarded as a major setback. The direct

election of the Parliament, endorsed in principle by the Rome summit at the end of last year, is widely seen as an essential next step forward in the Community's development. Up to now M. Giscard d'Estaing has been a leading advocate of direct elections, and it has been the British and Danish Governments that have been hesitant over the May 1978 target date.

Concern over France's attitude was reflected in an address to the Assembly here today by M. Georges Spénale, the Parliament's President. M. Spénale, a French Socialist, was re-elected President for a second one-year term "by acclamation" here this morning.

M. Spénale argued that direct elections were essential to restore the balance between the Community's institutions, following the increasing political power that had been assumed by the regular summit meetings of the nine heads of Government in the European Council. Parliamentarians must make every effort, inside their parties and their own national parliaments, to ensure that the elections were held on time, he urged.

His statement also reflected concern here that the whole project could be delayed if the direct elections issue were to become subsumed in the wider debate on the Tindemans Report on European Union, which is likely to last for many months. M. Spénale emphasised that the two subjects were quite separate, in that the Tindemans Report was a new departure while direct elections were already provided for in the Treaty of Rome.

Direct elections as such would not involve any new transfers of authority to the Community's institutions nor any additional "supranationality," he emphasised. He was clearly addressing his remarks towards those in France who have argued that direct elections spell the end of French national independence.

Similar considerations appear to have played a part in the Parliament's decision today to postpone a debate on the Tindemans Report scheduled for Thursday, and concentrate instead exclusively on direct elections. The Christian Democrats are planning to press for a strong resolution urging the April 1 and 2 Luxembourg summit to adopt the EEC Convention in which the plans for direct elections are to be enshrined.

## Spanish officers' charges changed

By Roger Matthews

MADRID, March 8.

NINE Spanish military officers were accused today of trying to change the institutions of the country through army intervention.

During the second day of the court martial, being held in barracks outside Madrid, the prosecutor also read out documents which he claimed the nine had written stating that general elections should be called and that the armed forces should be put at the service of the people.

All but one of the charged—eight captains and a major—have refused to speak in court because of the military authority's refusal to permit them civilian lawyers.

The prosecution switched charges this morning, accusing the nine of plotting military rebellion instead of planning in committee. But there was no change in the penalties: these range from three to 12 years' jail.

The leading military defence lawyer argued, however, that democracy had now become a respected word in Spain.

## Portugal call for armed forces unity

LISBON, March 8.

PORTUGAL'S Council of the Revolution today called for unity among the country's divided armed forces.

A Council statement, issued after an all-night meeting, said there was need to achieve greater cohesion and unity in the armed forces.

The statement indicated the military leadership's concern at the recent split between conservative and left-wingers on the Council, which has prompted fears that part of the armed forces might attempt a coup before next month's parliamentary elections.

The call for unity seemed to be mainly aimed at the Air Force chief, General Jose Morais e Silva, who, in a controversial address to his troops last month, criticised the Government's policy.

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## Don Juan visit surprises Madrid

BY ROGER MATTHEWS

DON JUAN DE BORBON, father of King Juan Carlos of Spain, who has never renounced his claims to the throne, started political observers here today by flying in from Portugal for lunch with his son. Last summer, Don Juan was banned from Spain by the Government of General Franco for a speech he made at his home in Portugal calling for full democracy and indicating that his son was not capable of leading the country towards it.

The meeting between the King and his father is taking on a growing significance with some sources suggesting that Don Juan may have been offered the role of regent in order to unite the royal family. Don Juan, the son of Spain's last king, Alfonso XIII, has lived most of his life in exile and became a vociferous critic of General Franco. A much

more political animal than his son, he has maintained regular contacts with left-wing opposition groups, and has very decided ideas on the path the country should follow.

Sources said he was expected to tell the king that a far more positive lead was needed from the monarchy, and that during such difficult times it would be increasingly difficult to fulfil the role of a constitutional monarch standing entirely above politics.

The arrival of Don Juan came against a background of simmering labour unrest following the police shooting of another worker near Bilbao yesterday and calls for "days of struggle". Semi-official sources said this morning that nearly half a million workers had struck yesterday in the four Basque provinces in protest against the

killings of four workers in Vitoria last week. As such, it was the biggest political strike to have hit the nation for several decades.

In the Bilbao satellite town of Basauri, where the Guardia Civil, police and demonstrators yesterday opened fire during a demonstration, the strike remains solid. Over 10,000 workers held an authorised meeting this morning during which a labour leader said that the names of Basauri and Vitoria would be forever remembered in history as the places where the revolution of the Spanish working man had begun. The workers then pledged not to return to their jobs "until the police and Government had explained this situation".

Elsewhere in the Basque provinces there was a partial return to normality with official sources stating that 80,000 remained out in the province of Vizcaya, and about 10,000 in Guipuzcoa. At least 100 people were arrested in the many clashes between police and demonstrators yesterday.

The Guardia Civil put up road blocks on roads leading to the town of Oviedo this afternoon, capital of the Asturias region, where left-wing groups have called for a general strike tomorrow.

In Madrid, construction workers and those from the engineering sector, nearly 200,000 in all, have also been called out on strike to-morrow in protest at the recent shootings.

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## Brussels warns against reflation by Britain

BY DAVID CURRY

BRUSSELS, March 8.

A STERN warning to the British Government to continue to resist union pressure for reflation has come from the Brussels Commission. In the guidelines for economic policy for this year submitted to the Council of Ministers it argues that the balance of payments deficit, inflation and the size of the public sector borrowing requirement override significant reflationary measures to combat still-rising unemployment.

While forecasting a continuing decline in the rate of inflation, thanks to prices and incomes controls, the Commission says that it is of "overriding" importance to get British levels of wage inflation down to those of the U.K.'s trade competitors as the only way of ensuring long-term employment.

It sees no down-turn in unemployment before the middle of the year and it attributes the

small but gradually strengthening recovery in output it expects to continue throughout the year to a sharp reduction in the rate of destocking, a second half recovery in consumer demand and a "marked shift" of resources into the balance of payments.

The Commission notes that a sustained recovery during the year would make it "necessary" to start reducing the borrowing requirement and urges the Government to stick to its aim of allowing no further increase in the volume of public expenditure between 1976-77 and the following three years.

It also cautions against relaxing the money supply in response to private sector demand for credit. Money supply should remain sufficiently restrained to help achieve the Government's target for the control of inflation.

Direct elections as such would not involve any new transfers of authority to the Community's institutions nor any additional "supranationality," he emphasised. He was clearly addressing his remarks towards those in France who have argued that direct elections spell the end of French national independence.

Similar considerations appear to have played a part in the Parliament's decision today to postpone a debate on the Tindemans Report scheduled for Thursday, and concentrate instead exclusively on direct elections. The Christian Democrats are planning to press for a strong resolution urging the April 1 and 2 Luxembourg summit to adopt the EEC Convention in which the plans for direct elections are to be enshrined.

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## Iceland delays U.S. ship request

BY JON H. MAGNUSON

REYKJAVIK, March 8.

THE ICELANDIC Foreign Office has yet to send a proposed formal request to the U.S. Government for one or two high-speed patrol gunboats to reinforce the nation's five-ship Coast Guard during the fishing conflict with Britain.

Mr. Olafur Johannesson, Minister of Justice, announced last Friday that Iceland would ask the U.S. to lend or lease 225-ton, 14-knot Asheville class patrol boats to Iceland to be used to harass British trawlers.

Mr. Johannesson pointed out that if the U.S. Government declined the request, then the Icelandic Government would have to ask the Soviet Government for one or two Mirka class escort ships.

The Justice Minister, who is also chief of the Coast Guard, also

made this announcement apparently without consulting his colleagues in the Cabinet, and while the Prime Minister, Mr. Gler Halgrimsson was still attending the Nordic Council meeting in Copenhagen. This method of announcement has caused some speculation in political circles here as to why he chose to make it before the Foreign Office had the chance to approach the Americans.

Mr. Halgrimsson has not commented on this request since his return from abroad, and the Government is keeping rather quiet on the subject.

In a recent letter to the Foreign Office on the subject of the gunboats, the Minister of Justice pointed to a clause in the defence agreement between Iceland and the U.S. which he

claimed covers a request of this nature.

The U.S. Government has not so far reacted to this request. It will be an embarrassing political dilemma for the Americans, since both Britain and Iceland are close partners in the Atlantic Alliance. It is known that the U.S. is not ready to give up the base at Keflavik and neither is NATO willing to see what is described as its "most expensive piece of real estate" closed down.

No matter what happens, Mr. Johannesson will make sure that Iceland asks for the U.S. patrol boats or the Soviet escort ships. It only to embarrass the U.S. Government, which has been reluctant to take sides in this dispute between old friends.

Production has been resumed from Platform Alpha on Norway's Ekofisk oilfield, Oslo correspondent reports. The platform had been out of operation since last November, following an explosion and fire. Total output from the field has been running at some 300,000 barrels per day. With Alpha again in operation, it can be increased to about 350,000 barrels per day.

The call for unity seemed to be mainly aimed at the Air Force chief, General Jose Morais e Silva, who, in a controversial address to his troops last month, criticised the Government's policy.

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 **Vickers**



## LABOUR NEWS

## Independent union status won by junior doctors

By Christian Tyler, Labour Staff

A MILITANT doctors' organisation which broke away from the British Medical Association has become the first organisation to receive an official certificate as an independent trade union under the new Employment Protection Act.

A certificate has also been issued to the 23,000-member Association of University Teachers. The National Union of Bank Employees, a TUC-affiliated union with about 100,000 members, is likely to be third on the list and more names are expected shortly.

Eighty-one organisations have applied so far for certificates, including the British Medical Association, several big TUC unions and some staff associations (whose independence is being hotly challenged by the TUC unions).

## Important

Neither the Transport and General Workers' Union nor the General and Municipal Workers' Union—for whom certificates would be virtually automatic—has applied.

For the first union to be given a certificate, the 5,000-member Junior Hospital Doctors' Association, the decision is particularly

important since the JHDA is not recognised by the Department of Health for negotiating purposes. The certificate will strengthen its case for such recognition.

Its non-recognition led to many protests during the junior hospital doctors' recent industrial action over new contracts—action which has resurfaced in the Oxford area.

## Federate

The JHDA, set up about eight years ago because of disaffection with BMA policies, is proposing to federate with a similarly hard-line body for senior doctors—the Hospital Consultants' and Specialists' Association.

The future of the BMA as sole negotiating body is therefore in doubt. Much will depend on whether it, too, is granted a certificate.

The INDUSTRIAL DEVELOPMENT AUTHORITY, the state agency for promoting industrialisation in the Republic of Ireland, has appointed Mr. Ivor S. F. McEneaney as senior director for Europe.

## TUC may take softer line on worker participation

By Roy Rogers, Labour Correspondent

A SOFTER line on worker participation is being suggested by the TUC, after growing union criticism of the Congress's rigid demand for 50-50 trade union representation on supervisory Boards.

With three of the largest TUC unions opposing the idea of mandatory imposition of joint supervisory boards, the TUC is taking what appears to be a more placatory attitude in a confidential document circulating among members of the TUC economic committee.

The document from the TUC office suggests that legislation be passed to allow 50 per cent. worker participation but that this option should only be taken up with the approval of the unions in the company or group concerned. Otherwise the unions' seats would be left unfilled.

Whether this approach will find favour with unions such as the General and Municipal Workers, the Electrical and Plumbing Trades Union and the Amalgamated Union of Engineering Workers and dissuade them from putting their own contradictory evidence to the Bullock Committee, remains to be seen.

The GMWU and the EPTU oppose the TUC plans for mandatory supervisory boards on the

grounds that, in many cases, the extension of collective bargaining machinery might be more effective.

A similar line was adopted yesterday by the AUEW, certainly as far as private sector companies are concerned, although the AUEW favours workers' directors in nationalised and State-financed industries.

Further views on the issue come to-day from the non-TUC Steel Industry Management Association, which represents middle management.

In its evidence to the Bullock Committee and the Government's inter-departmental committee on industrial democracy in the public sector, SIIMA rejects the concept of union representation on supervisory boards on the principle ground that "managers must be free to manage."

If the Boards became law then managers should also be on them.

Supervisory Boards should be comprised of four equal parts involving representatives of workers, managers, shareholders and a fourth group—social interest, including politicians and consumers." Failing this, SIIMA urges at least some representation for managers.

Appealing for greater disclosure of information, SIIMA says that the British Steel Cor-

poration's "marked reluctance" to disclose key statistics resulted in a crisis point before unions were given adequate explanation of the seriousness of the situation.

Although excluded from the Corporation's own worker-director experiment, which began in 1967, SIIMA finds this approach to participation more attractive than the two-tier system because, in its view, it provides a bridge between unions and management without inhibiting the principle purposes of the union to negotiate on behalf of its members.

## Steel peace bid fails

By Our Labour Staff

TALKS aimed at settling the strike by 3,500 workers at Scotland's largest steel plant broke down last night in spite of a management offer to rescind dismissal letters to 120 workers.

The unions wanted the British Steel Corporation at the Ravenscraig plant, Motherwell, to guarantee that it would not issue similar letters in future.

## Ferrybridge Six plan High Court appeal

By Our Labour Staff

THE "Ferrybridge Six" power station workers are appealing to the High Court in an attempt to get back their jobs after an industrial tribunal ruling that they were unfairly dismissed by the Central Electricity Generating Board in September.

Their solicitor, Mr. Thomas Dikens, of Dewsbury, Yorkshire, said yesterday that he had given notice of appeal against the tribunal's failure to recommend their reinstatement at the Ferrybridge "C" power station in West Yorkshire.

His move came after the CEB's refusal to take the six back, or to hold a ballot of the 330 Ferrybridge workers to test the men's claim that in spite of shop stewards' threats there would be no industrial action if they returned.

The men were dismissed for failing to join one of four unions in a closed shop, but the tribunal said that the closed shop had not been thoroughly or impartially enforced.

Since then the president of the small unrecognised Electricity Supply Union, to which the six belong, has been expelled from the General and Municipal Workers' Union at another power station for continuing to recruit on behalf of the ESU.

## Bid made to restore lost earnings of warehousemen

By Christian Tyler, Labour Staff

THE TRANSPORT and General Workers' Union is trying to find ways of restoring the lost earnings of six or seven warehousemen, part of whose job has been defined as "dockwork" and therefore handed over to registered dockers.

The warehousemen, who work in a Great Industries' banana store on Barry Port, South Wales, are TGWU members, as are the seven registered dockers who have been taken on to do the warehousemen's former "extra" duties.

Both the company and the TGWU's district official in Barry said yesterday that there was no question that the men would be made redundant.

The situation which Geest says is an inter-union affair, has arisen because of the present rules of the national dock labour scheme, which the Government wants to extend by means of a controversial Bill now before Parliament.

Since the Bill was published, employers and unions have protested that it will enable TGWU dockers to force other employees, including TGWU members, out of jobs.

Mr. Michael Foot, Employment Secretary, who launched an assurance yesterday, would re-examine it at of its committee stage.

He was replying to Nicholas Ridley, Conservator for Cirencester and Tewkesbury, who said that the National Labour Board, to be set up by the Bill, was in a "bad way" and a "sort of Chamber."

Mr. Ridley, however, is an amendment tabled in Parliament to ensure maximum pay closure of the Board's work.

Adviser

In Barry, further to morning will be attended by Mr. Avison, Geest's relations adviser, who years ago was a district officer of the TGWU.

Mr. Avison said last night the company accepted a Dock Labour Board about the men's jobs, but not agree—as the men's earnings of £15-20 a week of earnings as a result of it.

## Rig unions discuss recruiting spheres

By David Churchill, Labour Staff

UNIONS RECRUITING North Sea oil rig workers as members are holding talks to determine "spheres of influence" and to prevent poaching of members from other unions.

The talks come after an agreement reached in October between shipping unions led by the National Union of Seamen and the owners of the Dundee Kingsnorth drilling rig.

The agreement was a big step forward for union recognition on North Sea oil rigs. It established a closed shop and granted considerable improvements in fringe benefits for offshore workers.

The deal, however, angered the Transport and General Workers' Union, which was not included in the agreement negotiated by the British Seafarers' Joint Council.

The joint council includes the NUS, the Merchant Navy and Airline Officers' Association, the Amalgamated Union of Engineering Workers and several other unions with members on North Sea rigs.

At a meeting this week

between the TGWU shipping unions, Mr. Jar the TGWU general was asked to clarify the of workers that would be for membership of his union.

The TGWU was to make allegations of poaching, the TGWU and the NU.

Further talks between TGWU and the shipping will be held to establish procedure for recognising other oil-rigs due to service shortly.

Negotiations are in progress with the Aberdeen-shore union committee, which includes the TGWU, the Amalgamated Union of Engineering Workers, the Electrical and Plumbing Union—which believes recognition in the industry best achieved by a front.

The committee has drawn up a charter for recognition, which is in TUC policy. The union committee want recognition for permanent rigs and the exploration rigs.

## AUEW talks make so progress to federation

By Our Labour Staff

THE FOUR sections of the Amalgamated Union of Engineering Workers made some progress towards drawing up a new draft constitution for a completely federated union yesterday, but a number of contentious issues appear to remain unresolved.

The four executives will meet again on April 7, in the hope of reaching agreement then.

Yesterday they apparently agreed that the policy-making national committee of a federated union should be smaller than the 300 members initially suggested, but the distribution of seats among the four sections remains unresolved.

The executives also agreed in principle that there should be a uniform system for electing

officials, but again the settlement of details what to do with official Technicians' Committee Supervisory Section (TAS) at the moment can remain in a post for 1.

There was agreement other hand, that the should have one executive committee, one national committee, and one body and one committee.

Even if the executive their plan could still at the Engineering annual policy-making in May where some right plan to make sure that the union only take if their section is in control.

## Patent agents resist joining union

By Our Midlands Correspondent

THE closed-shop controversy has penetrated an unlikely byway of manufacturing activity—the 11 patent agents at Ford Dunslop, the tyre-makers' headquarters in Birmingham.

Fort Dunslop is a staff-oriented site dominated by the General and Municipal Workers' Union's white-collar division—the Managerial, Administrative, Technical and Supervisory section.

One or two in the patent department want to join the union, but others have been less receptive. A sharp difference of opinion has broken out, with the background threat that under the new Act they may have to join the union.

Discussions are continuing between the employees, union and management.

## Newspaper wholesalers mark time

By Our Labour Staff

NEWSPAPER wholesalers in outer London yesterday agreed to suspend for a week their application for a new court injunction against the publishers of national Sunday papers, ordering them to ensure deliveries for London by 4.30 a.m. next Sunday.

Mr. John Bowyer, counsel for the wholesalers, told Mr. Justice Templeman in the High Court that last Sunday's supplies were received in "commendable good time" and that the application for a court order therefore, would be held back for a week.

In fact, it was distribution in inner London that was hit last Sunday by unofficial action by members of the Society of Graphical and Allied Trades.

The SOGAT members want the Sunday paper publishers to deliver to outer London wholesalers only after those in inner London have been supplied.

## APPOINTMENTS

## Imperial Group posts

Mr. John Smith, personnel director of W.D. & H.O. WILLS, is leaving the company to join the secretary's department at IMPERIAL GROUP'S head office in London. He is to be succeeded by Mr. Tony Collingridge, at present general manager of the Wills Scottish and Northern Ireland Division.

Mr. Smith will be the second member of the Wills Board to leave Bristol this year. Mr. Colin McCay is moving to Liverpool in September to become deputy chairman and eventually chairman of Odeon's, Mr. Collingridge had been named as his successor as production director, but that position on the Board will now go to Mr. Rex Thornley, general manager of the Wills Western Division.

Mr. Roger Seager, at present general production manager (cigars) and based in Bristol, becomes general manager in Glasgow.

Mr. P. J. Noakes has been appointed director, COMINCO EUROPE. He replaces Mr. O. E. Owens who was recently appointed vice-president, exploration. Mr. Noakes will be responsible for Cominco's operating interests in Europe including those Greenland.

BANCO ESPRITO SANTO E COMERCIAL DE LISBOA has appointed its senior international manager, Dr. José Amorim as representative, and Mr. Victor Almeida as deputy representative, of the London representative office.

Mr. Jim Humphreys, a founder member of the ROHM AND HAAS organisation in Europe, and the company's longest serving U.K. executive, has retired.

Mrs. M. R. Grimes has been appointed chairman of the

SOUTH EASTERN GAS CONSUMERS' COUNCIL for three years from March 24.

In a newly created post involving increased marketing responsibilities for home and overseas, Mr. T. E. L. Goldsmith, has moved from Lyons' Maid, where he was deputy chairman, to LYONS BAKERY to take up the appointment of operations director, sales and marketing.

Mr. Goldsmith succeeds Mr. John Pepler, whose responsibilities now include U.K. sales and marketing of the Lyons Bakery cake and biscuit range.

Mr. P. R. A. Bainbridge and Mr. William Campbell have been appointed to the Board of ASSOCIATED CONTAINER TRANSPORT SERVICES, Mr. Bainbridge, is development manager and Mr. Campbell is operations manager, European division.

CARPENTER and PATERSON INC., of Boston, U.S., has appointed a European Board of executive directors: they are Mr. Norman Stanford (sales), Mr. Roy Butler (engineering), Mr. Trevor Morris (works), Mr. Alan Stringer (finance), and Mr. Harry Barnsley (Netherlands branch).

Mr. John Lee continues as managing director and chief executive of Carpenter and Paterson in the U.K.

Mr. Harold T. Jenkins has been appointed director of B. ELLIOTT AND CO. with responsibility for the group's South African interests.

The DEPARTMENT OF INDUSTRY has made the following appointments to Regional Industrial Development Boards in England.

Northern Industrial: Mr. Grant G. G. Th.

Yorkshire and Humberside: Mr. H. Hooper, Mr. T. M. and Mr. C. Russell Smith.

West Midlands: Mr. R. G. Farida.

In addition Mr. R. A. C. a member of the North industrial Development Board, has been appointed chairman.

Mr. H. I. S. Brounger has made international director of AUTO PRODUCTS.

Mr. S. L. Potts, board director, group sales and marketing, will be in charge of co-ordinating and implementing the group's international sales and marketing with the operating division.

Mr. W. A. Moore has been appointed to the new position of director and manager, Leamington Aut Division and Mr. L. B. comes manufacturing director of this division.

PEPSICO INC./EUROPE appointed Mr. Christopher Albright as managing director (U.K., Ireland, Isle of Man, Gibraltar, and other territories). Albright recently arrived Beirut, Lebanon, where he was director of market Pepsi-Cola's Middle Eastern territories.

Mr. Peter Crispin has been appointed an executive director of NEVILL LONG (EASTERN) of the Nevill Long Group.

Mr. R. J. Smith former sales director of Rank International, has been appointed sales and marketing director of COLSTON APPLIANCES.

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# FINANCIAL TIMES SURVEY

Wednesday March 10 1976

## GERMAN BANKING

The German banks had a good year in 1975: private savings, boosted by fears of unemployment, reached unprecedented levels; interest rates fell; and credit was in plentiful supply. Few serious problems are expected this year. Higher demand for credit is likely to be offset by a lower level of public borrowing.

SPEECHES of chairmen at German economy's financial car-inter-Press conferences of big German companies flooded, and if the year-end statistics showed "restrained growth" in the money supply, this was due to no restraint but rather to the lack of interest of those at whom the Bundesbank's expansionist policy was directed. Bank interest rates came tumbling down. Where a company was paying 13 per cent. for current account credit at the beginning of the year, it was paying 8.85 per cent. at the end. Where the consumer was paying 13 per cent. on instalment credit at the beginning of the year (including a 2 per cent. front end loading) he could obtain it for 8.8 per cent. in December. The banks were crying out for borrowers. It is an interesting aside to German monetary policy that the Bundesbank orchestrates the credit advertising campaigns of the big banks. Late in 1974 they had been given the go-ahead to woo the general public. This they did with great vigour and to some effect: the fact that 1975 was a good year for car sales was partly due to the "never again" prices at which buyers could obtain credit.

**Consolidation**

The banks found their largest and most interested customer in the public sector. Of the total new credit extended by the reporting banks to non-bank borrowers in accounts, eclipsing the previous record, established in 1972, of DM18bn. The savings rate, boosted by fear of unemployment, and by the lack of an

record for lending to non-bank customers. While the Government borrowed, the private sector was engaged in massive financial consolidation. For the first time since the reconstruction the German private sector actually reduced its short and medium-term bank debt over 1975, but at the same time it took out at least two and a half times more in long-term borrowing than ever before. Individuals salted away no less than DM48bn. in savings accounts, eclipsing the previous record, established in 1972, of DM18bn. The savings rate, boosted by fear of unemployment, and by the lack of an

urge to spend a sharp rise in take home pay at the beginning of the year, peaked at 17 per cent. in the second quarter and then inched back down towards more normal levels. On top of this flow of savings the banks also received a considerable amount of extra liquidity by virtue of the reductions in the Bundesbank's supply of loans tends to wither reserve requirements. At the

beginning of 1974 Deutsche Bank, for instance, had DM6.2bn. or around 13 per cent. of its balance sheet total locked away in non-paying reserves. By the beginning of 1975 this figure had dropped to DM4.9bn., freeing DM1.3bn. and at the end of 1975 it was down to DM4.4bn. Such monetary laxity provided the classic conditions for high bank profit. Yet such a profit performance, in such a year for the rest of the economy and on top of such a year for banking profits in 1974, must naturally raise the question: Is competition in the German credit business all it should be? Was there not some oligopolistic

friction depriving the rest of German industry of some financial incentive to invest and build up stocks and get the economy rolling again? The first part of the answer is cyclical. "You cannot push on a piece of string," the saying goes, and it is not surprising that competition in the supply of loans tends to wither at a moment when few people

pay relatively high interest rates: if only because they like to feel on good terms with the big banks, especially when business is bad. The second part of the answer lies in the atmosphere of caution that pervades the German banking industry at the moment. The collapse of Herstatt in Munich—was the main reason for loss provisions for 1973 and 1974 of DM1.9bn. On top of this came the "Diamond Bourse" property development in Frankfurt, of which it was an important creditor, and the collapse of the Gieseler textile group for which it was likewise a creditor. In early March the savings banks association and the state of Hesse, who are by law guarantors for the big bank, had to raise their guarantee fund from DM850m. by DM200m. to match the Landesbank's 1975 loss, whose exact extent is still undisclosed.

Meanwhile Hessische Landesbank Girozentrale, one of the 12 institutions that collect and deploy the excess liquidity of Germany's big savings bank network, remained a constant reminder of the way that opportunism can lead a bank into trouble. Its disastrous involvement in real estate project—the Sonnenring in Frankfurt, Schabylon in Munich—was the main reason for loss provisions for 1973 and 1974 of DM1.9bn. On top of this came the "Diamond Bourse" property development in Frankfurt, of which it was an important creditor, and the collapse of the Gieseler textile group for which it was likewise a creditor. In early March the savings banks association and the state of Hesse, who are by law guarantors for the big bank, had to raise their guarantee fund from DM850m. by DM200m. to match the Landesbank's 1975 loss, whose exact extent is still undisclosed.

There always has been something of a double standard applied in the discussion of bank competition. Banks are expected to compete but at the same time co-operate in finding a solution, say, in the Herstatt crisis or in a collapse of confidence in the tanker market. They should not compete, unless of course it is to encourage one another to remain committed to troubled AEG-Telefunken.

The most blatant display of bank power last year was Deutsche Bank's acquisition and subsequent disposal of the 29 per cent. of Daimler-Benz that the Shah of Iran wanted to acquire from the Flick family. Yet this was also the most popular action by any bank in 1975. It was an immense stock market gamble. It paid off, and it did much to restore a picture of banking in Germany that had been tarnished by the Herstatt affair and by the desperate haste that followed it.

Within the ranks of the commercial banks a trend towards concentration has undoubtedly

## A calm scenario

By Nicholas Colchester, Bonn Correspondent

### Monopoly

Apart from real estate deals and foreign exchange exercises, which, with the benefit of hindsight appear foolhardy, there remains the problem that German banks are more or less expected to involve themselves in industrial affairs with more than just profit in mind. German banks own many sizeable chunks of equity in major German companies that date from days when they alone prevented those companies from going into solvency. A modern

CONTINUED ON NEXT PAGE



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THE MOST conspicuous source of competition in the West German banking industry is the rivalry that exists between the various types of banks. The universal banking system that Germany has adopted does not only mean universality in the commercial banking sector, it means that each of three main German banking systems is attempting to offer every service offered by the others. This process is visible inside West Germany in the vigorous advertising campaigns of each of the three systems. It is visible outside West Germany in the establishment of international branches by German banks some of whose functions within West Germany remain obscure to those acquainted with them.

The three banking systems in Germany (which include the regional and the private banks, the savings bank/Girozentrale sector, and the cooperative bank/Zentralbank network) are supplemented by the German Post Office's banking activities, which are remarkable in their extent. The object of this article is briefly to describe the ways in which the savings, cooperative and postal systems are equipped to do battle with the commercial banking sector.

As the table shows the balance sheet total of the savings bank/Girozentrale system was DM567bn. at the end of last year, making it in volume terms the most formidable banking

network in Germany. Each of the 690 savings banks, or Sparkassen, is owned and guaranteed by a local authority to whose area it is restricted. Altogether these banks have a total of 16,000 branches. They issue no shares and their basic capital is accumulated only through ploughed back profit. They are also statutorily forbidden to get into risky business and, in particular, are not allowed to hold shares.

Their basic business remains the deployment of German savings and here they have a market share of 54 per cent. This market share has dropped by 8 per cent over the last decade as the commercial banks have stepped up their efforts to attract savings and as the co-operative banks have expanded, yet it still represents a massive flow of funds and explains the financial power of the Girozentrale. Meanwhile the savings banks have expanded their services increasingly into the commercial banking area, and although their traditional market leadership is in credit for house-building and for local public sector financing, they are becoming more and more sophisticated as lenders to industry.

## **Double**

A Landesbank-Girozentrale has a double function. They collect and deploy the excess liquidity of the savings banks in their area; or in times of tight money raise the liquidity needed by these banks. They are also the house banks of the governments of the federal states and are expected to provide public sector finance within each state. These banks are very big banks by any standard, matching the size of the "big three" commercial banks, and they have felt it necessary to expand international banking services for the Sparkassen, and to tap the international money market. At home they have been made more adventurous by the fact that the Sparkassen, with whom they are statutorily not allowed to compete, are moving increasingly into the traditional preserves of the Girozentrale. These new Girozentrale adventures have not always met with success—the Hessische Landes-

Bank buildings old and new in Frankfurt.

## **GERMAN BANKING BUSINESS (DM bn.)**

	Business volume	Sight deposits	Savings	Credit to non-banks
All banks	1,454	130	378	918
Commercial banks	357	49	68	205
Girozentrale	245	8	3	161
Savings banks	322	41	202	201
Zentralbank	94	1	0	14
Co-operative banks	136	21	84	84
Post Office	30	7	19	15

Source: Bundesbank

bank's enormous problems at the top of the pyramid being the best reminder of this, the Deutsche Genossenschaftsbank. The third group of credit bank, the latter is the only bank in the system of big-bank service banks, are the co-operative banks—the Volksbanken and Raiffeisenbanken. The Bank taking in the Girozentrale co-operative movement is well established in Germany and the banking part of it provides the largest number of banking counters of any of the German bank systems. There are 5,100 independent banks, belonging to over 7m members, and with an additional 14,400 branches.

The system was started a century ago mainly for the benefit of craftsmen and retailers (Volksbanken) and farmers (Raiffeisenbanken) and since the 1930s has expanded as more and more wage earners have become members. Membership contribution now stands at between DM50 and DM200 and yields a "dividend" of around 6 per cent. More can be contributed on this basis, up to a variable limit (because for the bank, this is rather expensive money), but there is only one vote per person whatever his investment. These contributions form the basic capital of the banks.

According to the latest Bundesbank returns the co-operative banks now have an overall market share of about 8 per cent, with a 22 per cent share of savings. They offer all retail banking services, including Eurocheque, though in the case of the smaller banks the advice immediately available may be somewhat rudimentary. They are, however, backed by 30 co-operative central banks, the Zentralbanken, which perform roughly the same function as the Girozentrale banks, and

elaborate centrally-termed system of bank. The savings banks and authorities. Unlike other their aim is to buy rather than to return to shareholders or investors as is the case for the rial and co-operative banks. At the same time, they are capitalised by public standards, and this why they are against credit law that allows large credits to equit in an effort to reduce risk. The Girozentrale, backed by a combination savings banks in their by the State. Both kassen and the Giro have support funds to liquidity if one is trouble.

It is this varied ownership and rep that makes for comp German banking. In of every service and ing of every interest tends to be a type which, through its own its traditional pattern ness, can make the setting prices. More the profit-oriented commercial banks a with a considerable from banks which do profit as their main which have the back public authorities.

The final element competition is the offered by the Post Office. The latter is the only bank in the system of big-bank service banks, are the co-operative banks—the Volksbanken and Raiffeisenbanken. The Bank taking in the Girozentrale co-operative movement is well established in Germany and the banking part of it provides the largest number of banking counters of any of the German bank systems. There are 5,100 independent banks, belonging to over 7m members, and with an additional 14,400 branches.

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## **Organization of the Sparkassen, Landesbanken/Girozentralen in the Federal Republic of Germany**



### **Public Savings Banks**

The German savings banks (Sparkassen) are legally and economically independent credit institutions. They are communal savings banks operated under public law. The business of a savings bank is directed by its managing board. Their tasks and activities are laid down in the articles, which allow the savings banks to do all usual banking business for their customers. Transactions for their own account are subject to some limitations to secure the deposits, e.g. savings banks are not allowed to acquire securities out of their own funds.

The savings banks offer all services of a modern banking institution. Their services are available to every private individual, every business enterprise and every local authority. The following are the most important forms of business transacted: the acceptance of all types of deposits, credit business of all kinds, encouragement of the acquisition of personal property, settlement of cashless payment transactions and all other types of banking services, e.g. transfers to payees in Germany and abroad, collection of debts, bills and receipts, execution of cheque transactions and issue of cheque cards, purchase and sale of foreign currency and travellers' payment media caring for the need of customers in the field of foreign trade transactions.

At the end of 1975 there existed in Western Germany 700 savings banks head offices with more than 16,000 branches.

### **Savings Banks Associations**

The savings banks of each federal state are united in regional Savings Banks Associations. The tasks of the regional Savings Banks Associations are, among other things, to represent the common interests of the savings banks; to offer information and advice to the members of the Associations in all matters of savings banking; to train staff members of the savings banks and to further their professional education; to examine the handling of business and the balance sheets of the member savings banks. At the head of the regional Savings Banks Associations is the Deutsche Sparkassen- und Giroverband in Bonn (German Savings Banks Association). It is the centralised representative of savings banks interests and corresponds to the savings banks associations on the regional level. It is the spokesman of the savings bank system in the public sphere and also to the Federal Government and parliament. Through its board and committees it influences the co-ordination of the savings banks and Landesbanken/Girozentralen, which are also its members.

### **Landesbanken and Girozentralen**

The 12 Landesbanken and Girozentralen in the Federal Republic of Germany are operating under public law, like the savings banks. The business is directed by a managing board and the general management is supervised by the board of administration.

The Landesbanken and Girozentralen are the central banks of the savings banks. They act as clearing houses for the savings banks' national cashless payments. They hold the liquid reserves of the savings banks within their area of activity and effect the regional balancing of funds among the savings banks. Moreover, the Landesbanken and Girozentralen transact all customary banking business, e.g. granting short, medium and long-term loans to industry, commerce, trade and public authorities; in many cases they provide loans jointly with the local savings banks.

The Landesbanken and Girozentralen are entitled to make issues. They issue mortgage and municipal bonds. In addition to security and stock exchange dealings the services provided by the Landesbanken and Girozentralen include

foreign business in all its fields. To an increasing extent the Landesbanken and Girozentralen participate in international money and capital transactions, and, in particular, in the business of international financing.

The Landesbanken and Girozentralen assist the savings banks in their foreign business, for which purpose the maintaining of relations with foreign banks is of particular importance. On the other hand, the extensive network of branches of the German savings banks organization is utilised by foreign banks through the Landesbanken and Girozentralen.

The standard DM travellers' cheques of the German savings banks organization issued by the Landesbanken and Girozentralen and the savings banks show as drawn, Deutsche Girozentralen-Deutsche Kommunalbank, Berlin and Frankfurt am Main.

### **Building Societies**

Along with the savings banks and the Landesbanken/Girozentralen there is a third group constituted by the 13 public building societies. These are institutions specialized in housing finance. Contractual savers with these building societies form their own capital which benefits in Germany from State premiums or tax relief. The building societies grant loans to their customers at favourable rates of interest with which to finance the building or purchase of their own home and land.

### **Deposits and basic Capital Resources**

In the Federal Republic there is a well-balanced structure of private commercial banks, co-operative banks and credit institutions operating under public law, with special and general functions. The biggest group among the credit institutions operating under public law is that of the savings banks (Sparkassen) and of the Landesbanken/Girozentralen. Every single deposit in these institutions is fully backed by a public guarantee. The guarantor for the savings banks is the respective local administration. The deposits of the Landesbanken/Girozentralen are guaranteed by their owners, who are usually the executive of the respective Lands of the Federal Republic and the respective savings banks.

The sources upon which the savings banks draw to set up their own capital is their net profit, after deduction of tax. The Landesbanken and Girozentralen draw their basic capital resources from the allocation of their profits to reserves and from the allocation of the guarantors, i.e. of the respective State Governments and of the regional Savings Banks Associations in those Lands of the Federal Republic. While the private banks are able to set up their own capital in different ways (issuing of new shares, participations) the savings banks are prohibited by law from doing so. The basic capital resources of the Landesbanken/Girozentralen and of the savings banks are modest in comparison with that of the private banks.

But this is not detrimental to their business transactions, because the guarantee provided by the cities, communities and states have a net worth function which cover the liabilities of the Landesbanken/Girozentralen and savings banks.

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## **Calm scenario**

CONTINUED FROM PREVIOUS PAGE

continued with a further fall in the number of private banks. In the last five years their number has fallen by 30 to under 130. Some have folded, others have been snapped up by the big banks in their efforts to expand into areas of West Germany in which they were only thinly represented. Both the BfG Bank and Dresdner Bank turned private banks into branches in 1975. The most prestigious deal of the year was probably the agreement of the expanding Bayerische Vereinsbank to buy exactly 50 per cent of Gebrüder Bethman of Frankfurt. This deal was done precisely to allow the big Munich-based bank to win itself a slice of Frankfurt business and to raise its profile in that inter-

national banking centre. It remains open to conjecture whether the 228-year-old private bank will later be fully subsumed into its new shareholder.

## **Decreasing**

Although the number of commercial banks is thus decreasing it seems that the rise of the regional banks—the two big Bavarian banks, the Bank für Gemeinwirtschaft, the BfG bank, for instance—are in fact putting more competitive pressure on the big three. In the corporate banking sector and in the international field, the Westdeutsche Landesbank, together with other Landesbanken, are also conspicuous in their efforts overseas. At the retail level the savings banks, the people's banks and post office

continue to ensure a good level of competition, as another article in this Survey describes. After a profitable year in 1975, there are not so far signs that the banks face a particularly problematic atmosphere in 1976. With the economy picking up the private demand for credit will grow faster than it did in 1975, but this will be offset by a much smaller public sector borrowing requirement. On the other hand, the flood of cheap savings money will probably be reduced this year and savers will become more interest-rate conscious. The Bundesbank has set itself a fairly restrictive limit of 8 per cent money supply expansion in 1976. So far the expansion of the "Central Bank money stock"—the Bundesbank's chosen parameter—has remained muted, but if the

economy really begins in the second half year the Bundesbank is prompted to become more cautious. Against the trend in inflation and the of the Bundesbank no courage an upward in the Deutschmark. All in all, the scene set for smaller margins in 1976 as it themselves bottom out, compensating accelerates the growth of credit operating profits should this calm scenario be maintained. The danger remains the markets where tanker estate—and under- countries will continue a threat until the economy gets back to the firmer footing.



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April 1976



## GERMAN BANKING III

## Foreign banks await the upturn

IN THE past ten years, West German banks have become something more than mere financial institutions. They have become a major force in the world economy.

For U.S. banks, the initial impetus for overseas expansion was the Marshall Plan in the mid-1940s, a rapidly changing number of foreign military to be served. Corporate lending, particularly in the Federal Republic, has since become a major area of operation. The increase in foreign banking operations in West Germany is also attributable to the necessary preoccupation of the

Wirtschaftsminister may seem a little odd, but West Germany's only remains the strongest in Europe and the Federal Republic should be among the to benefit from the very.

It is claimed in some quarters that West Germany in general, and Frankfurt in particular, is over-banked, but what international finance centre cannot claim the same? Certainly there is evidence of rate-cutting among foreign banks, with regular reports of hills being discounted 1 per cent. Under the discount rate, however, with the Bundesbank and the five leading economic institutes stating that upswing is already with us, this year should be better than last.

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German banks with post-war reconstruction. Until the mid-1960s West German banks—like West German industry—showed a marked reluctance to work abroad. The needs of the war-shattered domestic economy came first.

This created an area of unequalled opportunity for overseas banks and the role of foreign banks in this sector remains important. West German corporations have only

started operations on a large scale internationally comparatively recently, and the West German banks' overseas net-works remain relatively undeveloped.

A further factor in the rapid rise in foreign interest in the West German financial scene has been the increasing importance of overseas earnings in banking profits. This is particularly true of the British banks. Barclays International, for example, contributed 44 per cent of group profits last year, compared with 34 per cent in 1974.

The streets of Frankfurt, however, have not always been paved with gold. The recession, after the go-go years of the late 1960s and early 1970s, hit many foreign banks hard, while others that have set up operations during the past couple of years have seen expectations severely

trimmed. Prime corporate borrowers do not operate in the stock market and I know of no other overseas bank that has a direct interest in stock market operations.

"I am not aware of any regulations debarring foreign banks from operating in the stock market, but we would have to obtain specific permission to do so. It would involve a great deal of trouble and expense—for instance we would have to employ a number of experts in various fields—and for us it would not be worth the trouble. If we wanted to go into the stock market, we would have to obtain a German subsidiary."

The foreign exchange market has remained an important area of operation for overseas banks. To quote one banker, "It died the death" after the Herstatt collapse but, paradoxically, it has emerged strengthened from its purging. The "cowboy" element has largely disappeared and the market is back in the hands of the professionals.

One area of operation that

## The stock market

WEST GERMANY'S stock market has had memories of a comparatively quiet period in 1975. Turnover more than doubled and the Commerzbank index went up from 583.6 at the close of 1974 to around the 790 mark at the year's end.

This year the growth is not expected to be spectacular, but even so, it should be a good one for equities. The market is currently going through an understandable bout of profit-taking and the Commerzbank index has yet to break through the psychological 800 point, but analysts believe that a wide range of shares are still considerably under-valued.

Cynics would contend that the main beneficiaries of all this activity were the West German financial institutions. The banks are major shareholders, they act as brokers, hold deposited shares and use their voting rights and administer the majority of investment funds.

German banks have a long and honourable history of involvement in the stock exchange and, unlike banks in many other countries, are not debarred by their articles of association from operating directly in the market. It is a role that is not entirely of their own choosing. It was largely thrust upon them and the West Germans can, in the main, be thankful for it.

The foundations of the really massive bank share portfolios were laid during the Weimar Republic when Germany started rebuilding its economy after the attrition of the first world war. Inflation and the recession left the banks with substantial tranches of largely valueless shares which had been lodged with them as security. They had little choice but to hold on to them and protect the investments as best they could in the hope of eventually recouping their losses.

After the second world war, the situation was much the same, and in the period of reconstruction that followed there was even greater pressure on the banks to widen their holdings. Industry needed capital, banks were just about the only major source of it and equity was virtually the only security that could be offered.

## Benefits

There are benefits in such a system both for the bankers and the industrialists. For the bankers, their shareholdings of the concern's operations in and seats on supervisory boards of their leading clients mean that they can keep a close eye on the investments and, at the same time, ensure that their most important creditors are pursuing sound commercial policies.

Industry, for its part, obtains security, and important shareholdings by the country's leading banks ensure access to finance and support in times when cash might otherwise be hard to come by. Bank participation might be irksome for the entrepreneur but large established companies are rarely highly entrepreneurial.

The advantages to industry are clearly illustrated by the case of AEG-Telefunken, West Germany's second largest electrical concern. AEG reported a loss for 1974 of DM684m. (about £134m.) and further losses are expected for 1975.

These losses, largely a result of the concern's operations in the nuclear power field, have required considerable help from the banks, and the presence of Herr Juergen Ponto, chief executive of the Dresdner Bank, as chairman of the AEG supervisory board has certainly been no hindrance. Among other things, the Dresdner Bank led a consortium of banks that underwrote an AEG rights issue aimed at raising DM516m—an issue that was largely picked up by the consortium itself.

CONTINUED ON NEXT PAGE



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However, sheer size and state-backed stability are only two aspects of WestLB's inherent suitability to be your banking partner. There are other important questions you must ask yourself before making a final choice. "Has the bank the depth of experience I'll need?" "Can it meet my standards of efficiency?" "Is the bank as international as my business?"

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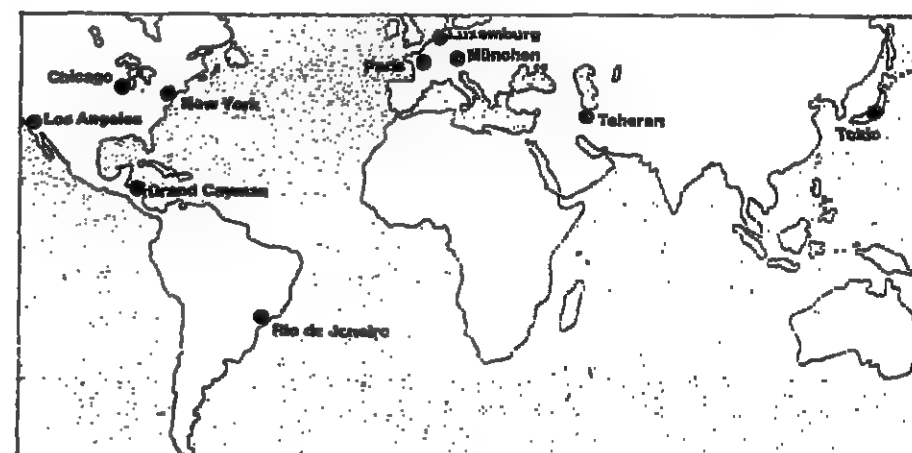
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# Bundesbank takes a long-term view

AT THE end of December, 1975, Deutsche Bundesbank combines the publication of this target for central bank money with the hope that those involved in the economic process, and particularly management and the trade unions, will endeavour to use this monetary margin as far as possible for expanding production and employment on their domestic liabilities. The Bundesbank's council is aiming at an average increase of 8 per cent. in this variable during the current year.

In announcing this objective, the Bundesbank itself tacitly acknowledged that it was performing as much an act of faith as setting a course it could be certain of keeping to. Its formal statement explained: "The

bank, emphasised that the main value of publicly setting the target was psychological: it quantified an attitude."

## Importance

In West Germany, where so much has been attained in the domain of economic policy through concentration between the two sides of industry and the Government, the adoption of such an attitude on the part of the Bundesbank is of enormous importance. Debate over how much more stimulus ought to be provided in order to reduce unemployment, and how tightly the limits should be drawn on public sector deficit financing, remains at a high

pitch. There is still a good deal of antagonism between the Left wing of the Social Democratic Party and its Free Democratic Party coalition partner, with Herr Hans Friderichs, the FDP Economics Minister, clearly identified with the cause of monetary prudence. The Bundesbank, although jealous of its political independence, can nonetheless be invoked as a powerful ally by Herr Friderichs in his reluctance, even in an election year, to court a resurgence of inflationary pressures by further measures to accelerate the economic recovery.

Despite these essential political dimensions to the Bundesbank's growth target for the

central bank money stock, however, there is also a quietly strengthening confidence at its Frankfurt headquarters in the value of the exercise for its own sake. The results of the 1975 experiment in monetary management have encouraged Herr Karl Klasen, the Chairman, and his colleagues to feel that if the central bank cannot control money supply as precisely as some monetarists would claim, it can nevertheless exert an important influence on the growth of at least some monetary aggregates in a direction which is helpful to overall economic policy.

During 1975, when the target had been set of an 8 per cent. increase in the central bank money stock in the course of the year, actual growth was about 10 per cent. The Bundesbank regards this performance as reasonably well on track, although it was exceeded as a result of a faster-than-expected increase in the level of economic activity during the last few months of 1975. This fact in itself has brought home to the Bundesbank the need to measure changes in monetary growth over periods of not less than about a year, and to resist the temptation to tune it finely as to be able to bring about faster or slower rates in the very short-run. An object lesson here for the Germans was the experience of

the U.S. last year, where the Federal Reserve had set a growth target in the 6-8 per cent. range; in the event, the rate of growth proved to have been somewhat erratic, amounting to only 2.2 per cent. at an annual rate during the third quarter, at a time when gross national product rose by 18 per cent.

## Average

Partly in order to make a longer view easier, the Bundesbank has this year chosen not to make its 8 per cent. target for the growth of central bank money relate to growth in the course of the year, as it did in 1973, but to make it an average increase during 1976. The bank's experts fully expect money supply to increase unevenly, with a continued steep increase maintained during the first few months. Clearly this rate will need to be slowed down considerably in the latter part of the year if the overall target is not to be by-passed. Some private sector bankers already appear sceptical about whether it can have any relevance if the seasonally-adjusted 16 per cent. annual rate of credit growth registered during the last quarter of 1975 holds up even during the first two quarters.

The vigorous growth of credit

during the closing months of 1975 was also reflected in a growth target in the 15 per cent. range, the rise in the broadly defined money supply (M3) between October and December. The target did not mean that interest rates had ceased to be an important policy instrument, and he suggested that when it does consider changes necessary, the Bundesbank is likely to act with greater flexibility on interest rates than in the past.

The other factor that must, of course, be weighed constantly is the external situation. German experience since the move to floating exchange rates in March, 1973 has been largely favourable. The Germans have been broadly satisfied with the workings of the European "Snake"—though they are quick to point out that this has been due less to the technical nature of the system than to the willingness or ability of participating countries to adopt domestic economic policies in support of their external positions. Above all, the joint float has spared the German financial system the vast and indigestible inflows of speculative capital it had to contend with during the last years of the Bretton Woods arrangements. In little more than two years before the joint float came into effect, over \$23bn. flooded into the Bundesbank through the foreign exchange markets.

Yet there is also no denying the fact that the markets still have the power to wreak havoc with the best laid plans. The German authorities could congratulate themselves after the Nice summit meeting last month that, following strong stands by Bonn and Paris, no unwarranted alterations of the Deutschmark-Franc relationship within the snake had been brought about. Yet the intervention operations needed to defend that relationship had been on a very large scale indeed. Central bankers may argue that they have been able to avoid intervening against the underlying trends: that will not prevent the market from taking on future occasions as to what the underlying trend really is.

G. H. Adrian Dicks

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## Stock

CONTINUED FROM PREVIOUS PAGE

It is fair to argue that the banks' role as shareholders has curbed the development of the Federal Republic's stock markets. Despite the economic miracle and the industrial boom, the number of quoted companies has diminished. The shrinkage is primarily a result of mergers, but the fact is that industry looks to the banks rather than the stock market as its main source of finance.

There has been much argument among foreign observers as to whether the massive bank involvement in the stock market works to the disadvantage of the private shareholder. They point out that German dividends have never been particularly high in relation to the cost of the share and that the banks must take a good deal of responsibility for this. It is also argued that the individual shareholder's voice is effectively drowned by the large voting blocks that the banks exercise.

## Earnings

Arguments on the question of earnings are hard to refute. But the other side of the coin is that West German concerns have not felt the same pressures for steadily increasing profit distributions as experienced by their counterparts in Britain and the U.S. and have been able to plough back profits, building sounder companies and offering shareholders greater financial security.

As to the question of the power of the individual share-

holder, West Germans point out that the small shareholder has never been noted for raising his voice in either Britain or the U.S. At the same time small shareholders in West Germany have recently been taking close interest in the affairs of their companies—as the length of the annual meetings of some leading West German concerns last year amply illustrated.

All in all, it is hard to resist the conclusion that the West German stock markets are administered markets, albeit in

a pretty informal fashion. It is still possible for a private operator, with substantial funds to do so, to make a killing in the heavily held shareholding. A large number of German participate on a secondary level, holding shares in the banks and participating in investment trusts. But, then, the small shareholder is an increasingly rare species even in Britain and probably his last bastion is the U.S.

G. H. Adrian Dicks

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Chancellor assures Left he will not lose sight of Socialist priorities

## More cuts if economy fails to respond, Healey warns

BY JUSTIN LONG, PARLIAMENTARY CORRESPONDENT

MR. DENIS HEALEY, Chancellor of the Exchequer, last night warned the Commons that if the economy failed to respond to the improvement he anticipates, then "we shall have to cut public expenditure programmes further, rather than increase them."

It was a warning that Mr. Healey addressed particularly to his Left-wing backbenchers, who have accused him of betraying the Labour party's manifesto by his insistence on the need to trim public spending.

The Left wingers, reduced to bitter barracking, repeatedly interrupted the Chancellor's defence of his policy during the first of debate on the recent White Paper on public expenditure.

But Mr. Healey rode their disapproval with persuasive assertions that he had no intention of losing sight of the Socialist priorities they urged. To prove it, he devoted the rest of his speech to swiping the Tory attitude to the economic situation, contending that the Opposition had failed to say how it would deal with the problems.

It was a performance which Sir Geoffrey Howe, shadow Chancellor, condemned as a display of "aggressive complacency" and "blustering misrepresentation" of his political opponents.

The target for public expenditure cuts that the Tories would like to see, Sir Geoffrey put at £4bn—against the Government figure of £3bn—but he did not outline a time-scale for such a programme.

Mr. Healey said the sort of expenditure envisaged a year ago would today require about an 8p increase in the basic rate of income tax. It would be impossible to achieve the necessary wage moderation if men and women were losing their pension in every second year, to tax and national insurance.

He added that if Britain was to reduce unemployment to

700,000 by 1979 — and nothing less ambitious should be the objective — gross domestic product must grow at an average rate of 5½ per cent for three years until then and manufacturing output must grow 8½ per cent over the same period. We must seek to achieve what our main competitors, France, Germany and Japan, had already achieved.

Steps to ensure that planned spending limits would not be exceeded had already proved their worth in the exceptionally low rate increases planned by so many councils this year. "The Government is planning to institute much more effective limiting of expenditure,"

Mr. Healey replied that how the Government was able to carry out its commitments depended on what happened to the world economy and our own economy.

He added that previous Governments faced with the problem, had simply made equal percentage cuts in all programmes. But the present Government had agreed that Chequers that the regeneration of British industry should be its first priority.

This had been endorsed unanimously by the Labour Party conference. Programmes for jobs, industry and trade had been increased by nearly £500m.

Mr. Healey said that "for a group of ex-Ministers, with their record, to lecture the present Government about the control and spending of public expenditure requires either a total collapse of memory or an impudence which beggars description."

He added that the Opposition Bow Group would cut defence expenditure by £400m, by transferring "certain functions" to private industry. There were howls of laughter by Labour MPs when the Chancellor said: "I suppose Britain's contribution to NATO would be provided by Securicor."

Of his own policy, Mr. Healey declared: "We have laid the basis for the regeneration of our manufacturing industry and created the conditions on which our social programmes will be enabled to resume their advance."

Mr. Eric Heffer (Lab. Walton) intervening, said he thought that the programmes in the manifesto had already been costed, and asked: "Why are we going back on it?"

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## Left MP wants fairer taxation

Labour left-winger, Mr. Brian Sedgmore, described the public expenditure blueprint as "a rag-bag of forecasts, hypotheses and works back from the results the Government hopes to obtain."

No credence could be attached to the figures it gave. Mr. Sedgmore said the Treasury now admitted that since Labour took office the colossal sum of £7.6bn. had been handed back to companies in the form of tax allowances. Even one third of this could have been used better in terms of creating investment, jobs and output, and in avoiding public expenditure cuts.

Is it now the crime of crimes

for the Labour Party to say to the public that we can give you more schools, more hospitals, but it may mean there has to be some increase in taxation?" he asked.

The corporate sector might be asked to pay a fairer share. In addition, there could be new taxes on wealth, withdrawal of tax relief for the better off, and tightening up on tax avoidance.

It may involve us in the future, as a political party saying to the public that the man on average earnings has to pay more taxes, whether through increases in tax on alcohol or tobacco, or even in direct taxation.

If that has become a crime, then the nature of political parties in this country is changing,

and it is changing too fast and for the worse."

Mr. Sedgmore warned that he and some fellow Labour MPs would have "to look hard" at the way they voted.

Mr. Nigel Lawson (C. Slaby) claimed that by the end of the year under the present Government, the National Debt would be added to the National Debt as much as it took previous administrations to add in 300 years.

Mr. Lawson added: "The White Paper is a fraud, rather like its author. But I am afraid this afternoon shows he is capable of rising to a situation as—as—as—the pound sterling."

## Howe says White Paper is totally inadequate

SIR GEOFFREY HOWE, shadow Chancellor, said that the pound had fallen in value by 18 per cent since Mr. Healey had come into office but to-day "we have seen repudiation of his repeated failure to accept any responsibility for Britain's present economic position."

The time was past when Mr. Healey could keep looking back to the action of the previous government to provide an alibi for his present failures. It was time he was man enough to accept his own responsibility.

Sir Geoffrey said that Mr. Healey was placing the freedom of the people of Britain in real danger. "You cannot push public expenditure significantly above 60 per cent, and maintain the values of a plural society, with adequate freedom of choice."

The Home Secretary (Mr. Roy Jenkins) had said so the other day.

"We all agree with that. We put the figure far below 60 per cent. The case for continuing high-spending Socialism has been destroyed."

The Government was spending £81bn. more this year than the Conservatives had planned to spend but there had been nothing like a comparable improvement in the standard of our public services.

Sir Geoffrey congratulated Mr. Healey "for having understood and accepted so much of the analysis we have offered you."

Unfortunately, your conversion is only skin deep," Mr. Healey, he claimed, was prevented by Left-wing Labour MPs "harrying and heckling" from following through his insight.

Widows

Sir Geoffrey said that Mr. Healey knew that he should have made expenditure cuts last year to allow room for industrial expansion. "Failure to do that has resulted in still more jobs being destroyed. The White Paper is a totally inadequate response to the situation."

The Chancellor was still steering Britain in a direction which meant that we had to rely unduly on borrowing, running the risk

of having to accept political and economic conditions being imposed on us by others.

"The tragic thing is that the Chancellor is leaving virtually no room for the shift towards profitable investment which the White Paper regards as necessary."

The lion's share of the so-called "Programme for industry" was going to lame ducks, and almost nothing was going to the firms. "The Government really should abandon the sacred cows of investment for the industrial towns."

The most disturbing feature of the White Paper was the possibility that the tax burden would increase still further.

Sir Geoffrey said the Chancellor had admitted that if the White Paper forecasts were fulfilled the tax burden would still increase but by a manageable amount. "Manageable for whom? Does he really believe the increases are manageable for widows and others struggling in the poverty trap or people living on investment income?"

"The White Paper represents a less than adequate response to the problems of this country."

The Government should make it clear that people would have to face more hardship before the country was put back on the road. "Some immediate falls in living standards are inescapable if far worse reductions in the future are not to be avoided."

But Sir Geoffrey said that still higher taxes were not the answer. People should pay for the services they enjoyed. In particular, he called for a move away from price controls.

The Chancellor should also move quickly to cut the burden of subsidies, especially on housing, and cut overmanning in the Civil Service and public sector. "The Government really should abandon the sacred cows of Socialism that are still staking through the industrial towns and the cities of this country, still destroying jobs."

After both Mr. Healey and Mr. Enoch Powell (UUU Down

## DEFENCE SPENDING

BY MICHAEL DONNE, DEFENCE CORRESPONDENT

Further details of where the Government's spending axe is to fall on the Armed Forces and the defence industries will be given in the annual Defence White Paper to be published on March 17.

The Government has already announced that, in addition to cuts of £136m. planned for 1976-77, there will be cuts totalling another £534m. over the three years from 1977-78 to 1979-80, involving the loss of up to 10,000 jobs.

Mr. Roy Mason, Secretary for Defence, has already said that these cuts will fall on the administrative "tail" of the forces and on part of the defence industries, leaving the "teeth" end of the defence effort, including commitments to NATO, largely untouched.

The White Paper is expected to outline, therefore, precisely which organisations, including research and other defence establishments, will be affected, and when.

He challenged him about the size of Tory public spending cuts. Sir Geoffrey attacked the Government's nationalisation plans and added: "I have indicated the scale of overspending which has been embarked upon by this Government, now running at £6.3bn. this year over what was projected by the last Barber projection."

"I have indicated precisely the areas in which, and programmes for which, reductions would be made. I have answered the question explicitly."

"Britain's desperate situation is a result of the policies followed by the Government. The policies foreshadowed in this White Paper are only more of the same."

## Observers refusal by Iceland regretted

WILLIAM RODGERS, Minister of State for Defence, said in the Commons yesterday that he was very sorry that Icelandic observers had refused to attend the NATO summit in Reykjavik.

Mr. Rodgers said that the Icelandic Government should have come on board their vessels. "Icelandic observers, but did not allow NATO observers to see people who would be an objective and neutral assessment of the actions."

Opposition defence spokesman, Cranley Owsley, urged the Government to arrange for MPs to sail with the NATO ships in the area, so they could correct the misimpression created by the Icelandic media.

Mr. Ivor Llewellyn (C. Clifton) said it was the height of absurdity, in view of the basic Law of the Sea conference decision to sanction 200-mile limits, for the Government to continue with this charade.

Mr. Rodgers said Mr. Lawrence, a very narrow view of the problem. The Government had a right to support the fishing industry. "We would like to have peaceful relations with Iceland. One tomorrow if the Icelandic Government were again prepared to sit round a table and make a compromise."

## MP's pay plan for councillors

BILL to scrap attendance allowances for local councilors is introduced in the Commons yesterday.

The Bill would also aim to reduce the amount of money paid to councilors for expenses.

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## Tories plan attack over NUJ case

BY JOHN HUNT

THE CONSERVATIVES intend to launch a fierce attack on the Government over the controversy involving the Barnsley branch of the National Union of Journalists when the Trade Union and Labour Relations (Amendment) Bill returns to the Commons.

The legislation, which contains Lord Houghton's voluntary charter on Press freedom, was given a formal third reading in the Lords yesterday without debate or division.

It is expected to come back to the Commons next week, finally returning to the Lords the following week, and becoming law soon after.

The Commons will debate and vote on the new conscience clause, which was drawn up by Lord Hailsham and inserted into the Bill in the Lords against the wishes of the Government. It is anticipated that the Government will have no difficulty throwing out this clause in the Commons, and Lord Hailsham has already said he will not insist on it when the Bill returns to the Upper House.

The clause allows a worker to claim compensation from his employer when he loses his job for refusing to belong to a union on grounds of "sincerely held per-

sonal conscientious convictions." When this clause is debated in the Commons, Mr. James Prior, shadow Employment Secretary, will seize the opportunity to attack Mr. Michael Foot, the Employment Secretary over the Barnsley case. This will put the Secretary of State in a difficult position, for Mr. Prior has already written to him claiming that the Barnsley branch of the NUJ is encouraging various unions to give news to TUC-affiliated members.

On January 21, Mr. Foot said in the House that if the NUJ used its monopoly power to deny access to the Press by outside contributors or other people, then the Commons would have to take action to ensure that the "scandal" did not continue.

The Conservatives will argue that the Barnsley case is clear evidence that this type of situation is arising already and they will demand to know what action Mr. Foot proposes to take.

The Secretary of State has not yet replied to Mr. Prior's letter, but he said in a speech on Monday that the proposed voluntary charter could deal with such issues as the attempt to "black" the four Barnsley journalists.

Mr. Wilson said he had nothing to say about certain speeches. "But it has been the policy of successive Governments to try to build up trade with the Soviet Union ever since the war. I believe we are now beginning to see the results of the agreement made a year ago, and there are very big contracts under discussion."

Mr. Eric Heffer (Lab. Walton) urged the Prime Minister to point out when he met the Soviet leaders that democratic Socialists were opposed to the idea of dissidents being put in prison. They were also against Jews not being allowed to leave the Soviet Union.

"People who have sympathy with the Socialist economy of Russia have no sympathy with the political bureaucracy which exists at the present time," he added.

Mr. Wilson agreed, and said he had made these points many times to the Soviet leaders.

Replying to Mr. Peter Tapsell (C. Horncastle), Mr. Wilson said: "We shall lose no opportunity of making clear to the Soviet Union our views about outside interference in southern Africa."

Mr. James Lamond (Lab. Oldham E.) said that an increase in trade "would be much more constructive for peace than the belligerent speeches we have heard from Mrs. Thatcher and her friends on the benches."

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Mr



## ADVERTISEMENT

## Cranfield School of Management reports...

## Keeping up the good work with business

Cranfield's involvement with industrial and commercial activity in Britain and abroad continues to prosper. The past year has seen a further increase in consultancy, contract research and in-company management training for companies across a range of services, as well as for public, national and international government agencies.

The sponsors of the Cranfield Marketing Communications Research Centre have renewed their sponsorship for a further three years. New sponsors include ICI Pharmaceuticals, Reed International, Cadbury Confectionery and the Department of the Environment (DRE).

Cranfield have been retained by the Engineering Industry Training Board to research client needs, and design and present a series of modular courses for managers and senior executives over the next two or three years. These managers will be concerned with North Sea oil transport, processing, and storage facilities in various parts of the UK particularly North-east England and on the compilation of a safety code in the field of materials handling vehicles, one of the projects of the International Standards Organisation. By the end of this year the code should be available as an international reference work.

The Cranfield Marketing and Logistics Research Centre is conducting a study for the Meat and Livestock Commission on the size and location of abattoirs in gramine, has resulted in many offers of financial help for student projects.

A short course on Salary Policy for salary administrators and personnel specialists, to be run in October, has aroused great interest in view of the current government pay restraints.

New short courses in marketing to be offered over the next year are "Introduction to Marketing", "Managing Advertising Effectively", and a Marketing Directors' Workshop.

The Marketing Development Centre at Cranfield has planned further progress with the UNCTAD/GATT ITC project concentration in the UK paper preparing training material for export marketing training in developing countries. Cranfield staff have been involved in the field testing of teaching material in Sri Lanka, India and Indonesia.

The CEBG Generation and Construction Division has funded a one-year research investigation at Cranfield into the information needs of project managers. ITC & Colman.

## Adding value in the MBA programme

THERE is quite a difference between teaching ten-year-olds and teaching thirty-year-olds. Two of the important differences are used to benefit the Cranfield twelve-month MBA course, on which the average age of students is thirty.

The first difference is that we expect all students to contribute to discussions on the basis of their own experience in industry (at least four years' working experience is a requirement for admission). Such constant participation by all students not only makes the programme much more interesting than just being "talked at", it also provides a far wider range of experience than any faculty group could hope to possess. Moreover it enables us to place emphasis not merely on theory, or on analysis of problems, but on persuading others that a proposed course of action makes sense.

The second difference is the amount of choice MBA students are able to make in order to gain the maximum benefit from their twelve months with us. Last year, for the first time, we developed a system of half-courses to widen the range of options. This benefits both students and teachers; it enables us largely to avoid filling up precious hours with material and subject-matter that is not of great interest to students.

We try to avoid what has been called "production-orientation". Instead we welcome the pressure that would be expected from a group of intelligent, highly-motivated people with business experience, who have invested a year in the hope of developing their own capabilities to perform well in business.

We continue to offer a wide range of courses in the second half of the programme, which explore various aspects of business management in more depth than is possible in the compulsory general management courses of the first six months. But we expect each course to be demanded by a sufficient number of students. That is a valuable form of "market" discipline for us.

Last year, courses in the Finance and Accounting area were again most in demand, followed by International Business courses, Marketing and Logistics, Operating Management, and Personnel Management. Of course the pattern of demand is partly affected by what is included in the compulsory work of the first six months.

We continue throughout the programme to emphasise the inter-connections between different areas of business for instance between psychology and accounting in management, budgets, and between marketing and economics in pricing policy. In the compulsory part of the

programme we build on the "basic disciplines" of economics, quantitative analysis, and human behaviour, with courses in the functional areas of business (accounting and finance, marketing, operations, management, personnel and industrial relations).

This year we have developed a course on the Business Environment, as part of the background which has become increasingly important in business over recent years. In particular we explore the legal and political background to business decisions and trends, and we examine, in the light of the ever-increasing involvement of government in industry, the whole relationship between business, government and society. This new course, which is featured early in the programme, gives students an opportunity to formulate their own conceptual framework of the social responsibilities of business, which is essentially and inevitably a personal decision we all have to make at some time in our careers.

Last year, under the arrangement made between the Cranfield School of Management and the University of Washington, three Cranfield MBA students spent the third term at the Graduate School of Business Administration in Seattle, where they took classes corresponding to those they would otherwise have taken

at Cranfield. These classes were graded as at Cranfield and credited given for them. Gratifyingly, the three students finished among the class leaders. Three students from the University of Washington came to Cranfield for the same period, and this interesting venture is being repeated this year.

It is perhaps this innovative aspect of the Cranfield MBA programme which has made it so consistently successful over the years and the model for other business schools to follow. Just as the stimuli and constraints which fashion the policies of business organisations are constantly changing, so must management education be sensitive to the need for new ideas and methods which will reflect this change. There is no doubt that a student coming to Cranfield at a time of economic recession has different expectations (perhaps even a different reason for coming) from those of one arriving at a moment of industrial boom. We believe that we are alert to such differences and that we are able to satisfy the expectations.

Finally, the value of the MBA programme is largely dependent on the quality of the students. It is always tempting to compromise standards in favour of numbers. Fortunately, however, we have so far resisted this temptation, and we can do so in the future.

## Business systems and management



Comprehensive computer facilities help in the analysis and design of business systems.

IN 1953 the Cranfield Work Study School was founded to train work study officers to improve productivity in British industry. The range of courses has been extended to cover the whole of management services, and subject to continual modification, to meet the changing needs of customers. Extension of activities beyond the scope of work study led to a change of name to the Management Services Centre. Since 1953 this integral part of the School of Management has trained more than 10,000 short course students for in excess of 40,000 student weeks. Almost all short course students are sponsored by employers and it follows that there is now an extensive list of customers. This massive teaching experience is surely impressive by any standards, but it is the use that is made of it in the future that really matters.

The term Management Services needs a definition. Work study activities in the factory and the office are, in the main, concerned with logically based systems. Quantitative analysis is concerned with systems which are quantitatively based (which does not mean that they are illogical!). Commercial data processing is the third element covering all aspects of the use of computers in commercial, as opposed to scientific, applications. These three elements comprise the basis of teaching on the three main Cranfield teaching programmes (the MBA, General Management, and a specialisation in the business systems area).

As business becomes more complex and subject to external pressures the emphasis moves to consider the business systems rather than individual solutions of line management. Here is the clue to the title "Business Systems" rather than "Management Services" or "Management Science". A common, and often justified, criticism of management services practitioners is that they lack a real sympathy for the problems of the line managers they try to help.

Combining the systems approach with the requirement for empathy dictates a need for a manager to function as an internal consultant. Some organisations are ready to use them. What better way to train them than by use of the teaching programmes (the MBA, General Management, and a specialisation in the business systems area).

By sponsoring suitable candidates an organisation can equip itself to revitalise the systems consideration of business systems which underpin the contributions rather than individual solutions of line management. The suggestion is that here is the clue to the title "Business Systems" rather than "Management Services" or "Management Science".

have already undertaken the course and acquired an MBA in the last few years. However, the range of business systems courses available to cater for this new need is being extended. Examples of management services projects which are late, overrun costs, or fail to perform to specification are legion, especially in the computer field. Even the most skilled practitioner can get into difficulties without a properly constructed control system. New courses in this area are planned for 1977, which will enable the Management Services Centre to offer an even more comprehensive range of assistance to organisations.

Management increasingly, and rightly, demands results. To ensure it gets them, an appropriate understanding of the activities of

the specialists is appropriate. Some very successful courses are already run in, for example, Statistics in Management, O & M for Management, and Improving Operating Performance. The courses aim at something deeper than most "appreciation courses"; they seek to create an ability to understand the role of specialists in business systems so that they may be deployed effectively. The move into the new School of Management building will provide the basis for an expansion of activities for which plans are already well in hand up to 1978. The three themes outlined (training of internal consultants, improving project management, and extension of the range of courses for managers) indicate the main areas of intended growth. Cran-

field intends to serve the changing needs of management in the future as effectively as it has done in the past.

—Professor Pat Losky, Professor of Business Systems (Pat Losky was appointed to the Chair of Business Systems last April with academic responsibility for the Management Services Centre. He has been at Cranfield since 1963, apart from a period at the London School of Economics as Fellow in Management Studies. Previously he was with (then) International Computers and Tabulators Ltd, which he joined from Rhodesia Railways. His activities have included widespread consultancy appointments, and he is the author of a book and many papers on computers and information systems.)

## British Airways Advanced marketing course

IN JANUARY I was one of twenty British Airways managers studying advanced marketing on a week's course designed for us by Professor Gordon Willis and his colleagues at Cranfield School of Management. This was the third course; others are to follow.

Why did we embark on these courses? It is a tough, disjointed, time in civil aviation, and perhaps this needs a word of explanation. First, our background. A merger: an internal reorganisation: energy-led inflation; rising real air travel prices (after fifty years of falling prices); falling markets; six new Tristars in Europe raising our capacity by 30 per cent; aggressive competition from charter and non-JATA airlines; riots, rebellions, pestilence and armed invasions throughout the Mediterranean. Internal from Morocco/Portugal to Cyprus/Israel, environmental pressures...

Next, our marketing responsibilities. Next year's European service timetable, product quality, customer standards, and prices, all shaped to route profit criteria: commercial agreements with foreign airlines; external relations with governments, agencies and institutions; a sales, promotion, and advertising system that sets and monitors targets for European services in detail in Britain, Europe, and Overseas; "management of all British Airways activities: commercial and operational in thirty European countries..."

Finally, our tasks. A profitable flying programme: a £300m sales budget and a £50m marketing expenditure budget; innovations (Shuttle, a customer-first orientation campaign); fewer

five years of staff freeze and three years of traffic growth: cost-cutting; and continuous response to potential shifts in traffic or any other variation in revenue and expenditure budgets...

We have some experience of this kind of business life. But it began to seem as though too many things were changing too quickly. It was time to take stock of our competence as a trained marketing force unitedly recovering from an off-budget performance. We concluded that we lacked modern training as a unified force for present crises. Our business world was changing; we were in danger of not adapting to it quickly enough, as a team.

Among the training constraints we decided on were: all senior European Division marketing managers should attend; other senior British Airways managers should be encouraged to attend, to give airline breadth; each course should consist of not more than twenty managers, last one week, be substantially participative; Cranfield should provide the teaching team supported by British Airways staff; and the course should be residential and committed, with no absences for whatever reason.

We needed a balance between airline reality, academic readings, and tuition. None existed in the form we required, which had to be centred on us as a group at this very moment—how we had got where we were, where we thought we should go, and how we could use disciplined hindsight to sharpen our foresight; and also, to encourage empathy to help us rise above our imperfections, both as

individuals and as a marketing structure. Cranfield worked with us to produce ten case studies covering major aspects of our work like corporate planning, aircraft procurement, pricing, buyer behaviour, advertising. Each case is sponsored by a British Airways manager personally associated with it during its "real-time". Until now no project had been succinctly written up or clinically re-examined.

To reinforce these, Cranfield built up a volume of selected readings. Our course consists, therefore, of basic tuition explicitly related to contemporary airline projects and given insight and illumination (by Cranfield staff) in a free and highly-charged atmosphere. Best of all are those moments when case studies, Cranfield staff, and British Airways managers meet to talk over case findings. As they are part of our immediate experience we all have something to offer, and something to learn.

We think these courses are unique. More important, do they work? We are on budget, and are approximately meeting all our targets for the first time in two years. It would be rewarding to link this to our courses, but budgets were set (to new realistic levels) at the same time as we were planning the courses. We shall not know their value for perhaps a year or two.

But we have already begun collective discussions to see how we can improve our work as a result of learning from our common experience.

Charles Stuart, Marketing Director, British Airways European Division

## Breaking new ground in logistics

OVER THE last ten years or so, there has emerged a growing recognition of the key role of distribution in corporate success. This importance is double-edged. First, because the true costs of distribution can be staggeringly high—more than 20 per cent of the cost of goods sold for many companies—and secondly, because the customer service provided by distribution—the right product in the right place at the right time—can impact directly upon sales and thus on revenue.

Accompanying this reappraisal of the role of distribution there has been an acknowledgement that "distribution" is much more than transport. Among the vital activities that directly or indirectly affect distribution costs and performance are: warehousing, inventory holding, packaging, materials handling and order processing as well as the transport function. This new view of distribution also places an emphasis on materials flow throughout the total system, from the receipt of goods inwards—raw materials and the like—to the point of consumption of the finished goods.

So radically different is this new definition of the distribution task from the one that it replaces that a new word is entering the business vocabulary to describe it: logistics.

Here at Cranfield we have reflected industry's growing concern for the improvement of its logistical performance. Our MBA programme, for example, has an option on logistics, our short course activity in this field is considerable, specialist workshops for distribution prac-

tioners are regularly held, Britain's first PhD in logistics has graduated from Cranfield and the work of our Marketing Logistics Systems Research Centre is greatly involved in contract research for industry.

The development of short courses for managers in logistics has been particularly innovative. As well as our regular one-week course for senior distribution executives, which attracts participants from across Europe, Cranfield has introduced a two-week intensive programme for middle management. This latter course is designed to help fill a gap which is becoming apparent as more and more companies elevate the responsibilities of the distribution function but do not have the trained and experienced personnel to manage that task.

Martin Christopher, Senior Lecturer in Marketing and Logistics

## Make next year profitable

Cranfield's twelve-month MBA programme is intended for post-graduate students with at least four years of practical business experience. Most students are between 27 and 35 years old. We aim to help strongly-motivated men and women to relate their own knowledge of business to the broader requirements of general business management. The programme is intensive; classes meet three times a week, five days a week and regular written reports are required. The most widely used vehicle for learning is the discussion by leaders of actual business situations, the so-called case method. Class sizes are limited to encourage full participation.

The next Cranfield MBA programme begins on 4th October, 1976, and we welcome enquiries from students. For more details and application form contact Professor D. R. Myddleton.

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Professor P. A. Losky, Director of Doctoral Studies,  
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Students undertaking PhD studies at Cranfield come from a number of sources: some are members of the teaching faculty who seek to advance their knowledge in their subject area, some are sponsored by industry on specific terms, but the majority are undertaking a three-year course of study on a grant which typically is funded by one of the research councils. Our target population of PhD students in the last category is twenty; given a mix of two- and three-year students, we expect about seven new entrants every year. Of course the PhD programme fits into a broader research programme which is being undertaken at the School because we feel it extremely important that the PhD programme should be one ingredient in a balanced pattern of activities in a management school.

Who are the students? Possession of an appropriate university degree or acceptable qualification is essential. We have a preference for people with real experience of the business situation and the average age of our present student group is just over thirty. We do take a very limited number of exceptionally well qualified candidates direct from

All the recent and current topics are closely related to management activity. Students are seeking answers to very early stage of development. If you are interested in more about our activities potential student, as a use products on our PhD program or as a potential sponsor search via a PhD student contact Professor Pat Losky, Director, Doctoral Studies.

## Short courses still buoyant and moving into Europe

IT IS encouraging that the number of managers participating in Cranfield short courses has remained steady despite the recession. As in the past, have been adapted to a changing market. Thus a shift has continued from traditional technical programmes which were at the heart of Cranfield's managerial subjects; for in the accounting, market personnel areas.

Short course policy was an appraisal following referendum on the Committee. In future Cranfield seeking more students from countries and building ever greater links with the major European management schools. Its striking innovation, however, partnership arrangements between Cranfield and a French business school, Institut d'Administration des Entreprises in Aix-en-Provence. The two schools will jointly each year a three programme for European executives. The first of the programmes will be held at Cranfield in September 1978, it being the work of top management in the new European environment. Teaching is provided by leading teachers from both the Cranfield and Aides supported by other distinguished academics. While the English the participant choose either French or English study groups; a course material and a translation back-up will be bilingual. It is hoped to of very mixed course men for this course from the core of Western Europe.

These trends will gather momentum from 1977 and will be helped by the completion new management building. Tom Shaefer, Director of Management Development

## Make next year profitable

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In a second article on management in the motor industry, John Barber contrasts the histories of his two former employers

## How Ford beat the Midlands

TWENTY-FIVE YEARS ago Ford had a smaller share of the U.K. car market than either Austin or Morris separately—now it is on roughly level terms with the two combined and sometimes challenges the whole of British Leyland. This long-term trend in market performance can only be a reflection of the differences between Ford and Leyland management over the years.

The differences arise from history. Leyland's car business grew in the Midlands from a number of smaller companies which gradually merged. Ford has always been one company. The smaller companies were mostly run autocratically by their founders who left no sound management structure and mergers aggravated the shortcoming. The style of the great entrepreneurs—such as Austin, Morris, and Lyons—was copied down the line by men who lacked their special flair; tough talking was valued more than plain intelligence. Meanwhile Ford continued to develop a style of management based on facts rather than personalities; first line managers. This has to-day few people know the

names of the chairman and the president of Ford of Europe operating in this country.

At the shop-floor level, too, the historical background is important. The cause of over-manning and bad labour relations in the Midlands car factories, of Chrysler as well as Leyland, is found in the wage agreements made during the war, the bidding up of wages after the war in the rush to obtain labour, and the slackening of management control. The position was aggravated by the extreme piecework systems operating in the Midlands, which not only were a constant cause of disputes but which also hindered the development of good first line management.

Foremen under these systems were often no more than senior progress chasers. Operators controlled the work and there was little opportunity for a foreman to manage and to improve the performance of his activity. Ford, on the other hand, has never operated piecework and has trained its foremen as true facts rather than personalities; first line managers. This has to-day few people know the

Ford's better production performance.

In the 20 years before the formation of British Leyland and Chrysler U.K., management substantially lost control. During this period attempts were made to reimpose authority but management over-reacted at times, tough stands were taken on issues which proved to be unsoundly based: the inevitable retreat further weakened management authority and less responsible elements took advantage of the situation with guerrilla strike activity. Constant disruption upset even the best material supply systems, and causes further aggravation at all levels. Management then has to spend an absurd proportion of the working day on individual industrial relations and supply problems and has little time to think about the basic job of managing production. This is a vicious circle of disruption, shortages, over-stressed management, poor management, bad industrial relations and more disruption.

BL and Chrysler U.K. the principal Midlands manufacturers thus inherited a legacy of bad relations and an atmosphere of mistrust which had built up over the previous two decades. Some progress has been made in the last few years in correcting the position. Both companies have replaced piecework systems with a daywork basis of payment designed to provide more stable earnings and better measurement of productivity. Several years ago BL appointed a main board director of industrial relations who by his ability and integrity has created an atmosphere of greater trust.

Management, at BL's Cowley plant in particular, has chosen its stands more intelligently in the last two years and by adopting a firm but fair approach has made more progress than under the earlier indiscriminate tough regime. From the beginning of 1974 until the Government took control in August 1975 BL was able to reduce its worldwide manpower by about 30,000 without major dislocation. A serious consequence of the industrial relations frustrations over the years was that some of the better managers drifted away and could not be readily replaced. It is a reflection of the management situation in the Midlands that the managing director of Chrysler U.K. was not found from existing British management and four out of the eight executive directors on the main BL Board came from Ford with only one from BMC and

none from Jaguar, Rover or Triumph. Leyland truck operations provided one executive director and the remaining two joined as specialists from outside the industry. None of the non-executive directors has a motor industry background.

Recruitment in recent years has made BL management considerably stronger in depth than

for engines for each model to be made in different plants.

Although there had been considerable rationalisation by the time the Government took control, BL was still less centralised in its main activities and had a smaller central staff than any other major motor manufacturer in the world. There is considerable scope for further rationalisation to improve efficiency and it will be a test of management to achieve an intelligent balance between maximum economies of scale and preservation of the characteristics of the specialist car business. Ford with a well established organisation does not have to spend management effort on this problem.

Good management is an essential factor in improving the productivity of the British car industry. Equally important, and probably the most significant word in the recent Central Policy Review Staff report, is attitude—attitude both of management and the shop floor. A more receptive attitude to change is vital as is a more responsible attitude to work itself. On the radio recently a man from the shop floor—and he could equally have been a member of management—was making sensible comments on the need to increase output and inadvertently referred to BMC; then added that he had not got used to the change to BL which had happened nearly eight years previously.

Long term, the half of the British car industry owned by strong American corporations is sufficiently competitive to have an assured future, depending on the view taken by the parent companies of the British economy and British attitudes. The other, Government-supported, half has more of a question-mark over it. It has to cope with the general problems of the country and at the same time it has to get its internal priorities right. Both companies need to invest in new products and modern facilities but massive investment alone will not ensure that the British car industry has a future.

The CPRS study came to the conclusion that "... where it is possible to measure the effect of under-investment on productivity, the results demonstrate that inadequate capital equipment is only a minor cause of low productivity." If equipment is not to blame, responsibility must rest with people, whether on the shop floor or in management, and relations between them.

Mr. Barber's first article was published on this page on February 11.



Mr. John Barber, former No. 2 in British Leyland and previously a director of Ford Motor.

it was at the time of the merger but it still suffers from the problem, common to British manufacturing industry generally, of failing to attract sufficient people of high intelligence and good education. This tends to be a self-perpetuating situation because the more intelligent are often jealously squeezed out or they leave through disillusionment with low standards. There is a limit to what an individual company can do to correct this on its own—making wealth-producing manufacturing an attractive prospect to people of high ability in the service industries and the professions is a national problem. The American owned car operations in Britain are in a position to alleviate it to some extent by reason of their greater resources.

The catchphrase "small is beautiful" is popular but in the mass-production car industry a small company approach is just not possible. Comprehension of the interactions and complexities of a very large company, particularly in an industry with unusually interdependent activities, requires a high level of intelligence. One of the more difficult problems is the centralisation or decentralisation issue which is so often confused with delegation of authority. Certain decisions have to be taken centrally because of the interdependence and certain activities have to be centralised to achieve economies of scale. It would be wasteful, for example,

## 65+ PENSIONS and BENEFITS

## Time to contract in or out

BY ERIC SHORT

MANY EMPLOYERS would consider that they have more pressing problems in the running and financing of their businesses than considering what to do about providing pensions for their employees. After all, the starting date of the Government's new pension scheme, as set out in the Social Security Pensions Act 1975, is not for another two years. But now that the Government has announced the primary conditions under which private pension schemes can operate, there are some valid reasons why management should start thinking now about the situation.

One reason is that the Government scheme and the proposed contracting out provisions are extremely complex. Management will have to rely on their pensions advisers not only for a complete briefing of what the Government requires, but for the very detailed financial costing exercises which will be needed before companies can start to analyse the financial consequences.

Briefly, the proposed State pension scheme will provide pensions in a two-tiered form. The first part is the present flat-rate pension and the second portion is related to earnings up to a given ceiling. The employer has the option to contract out of this second earnings-related part and replace this provision by a private occupational scheme. If he opts for a private scheme he must provide benefits at a given minimum level which are higher than those provided by the State. In return, there is a corresponding reduction in the contribution that has to be paid to the State scheme.

### Private scheme

A company must therefore consider whether it would be financially advantageous to set up a comprehensive private scheme to provide the second part of the pension. There is no clear-cut answer to this, unlike the situation under the previous Conservative Government's State Reserve scheme when there were clear financial advantages in private provision.

Now it will depend very much on the age distribution of the work force involved and on the percentage of women employed. The State scheme, by providing equal pensions for women and introducing full pension benefits after only 30 years, favours the middle-aged worker and woman. Employers with large numbers of women employees or with an elderly workforce will find private pension provision expensive compared with the State scheme.

But pension consultants in their current guides to the 1975

Act are unanimous in stating that each situation will have to be considered on its merits and that the calculations will take some time to perform. The consultants are anxious to spread their work load so that the majority of employers do not come to them at the end of 1977, because they will not be able to cope.

Another consideration for an early start by management is that under the Act and its

With the prospect of new pensions legislation raising complex alternatives for companies, managements have relatively little time to draw up their plans.

Regulations, employers have to consult with employees and their trade union representatives before making their pension decisions. The Act states that at least three months must elapse between the first approach to the unions and the ultimate decision being taken—and more time may be needed, if the consultations are to be meaningful.

Trade unions have entered the pensions field rather late, but have been making great strides in understanding this complex field. The whole process of bargaining will however necessarily be a slow one if both employers and unions are to understand what pension provisions are to be provided.

Finally, employers should remember that any private pension scheme has to be approved by two Government authorities—the Inland Revenue for tax approval and the Occupational Pensions Board for a contracting-out certificate. The Government Actuary estimated some time ago that there were about 60,000 private pension schemes. Each of these will require a certificate from the Board which will shortly be publishing guidance notes on the intention to contract-out.

Management should also allow time for explaining the scheme to their employees. The Department of Health and Social Security has produced a booklet explaining the new State scheme and this is available in all DSS offices. But inflation programme.

most employees are unlikely to go inside one of these offices so they will be relying on their employer for the explanations.

Pension consultants are well aware of this need and are beginning to pay much more attention to the communications problem of pensions and are producing films explaining the relationship between State and private pension provision which are available for hire. Last week C. T. Bowring and Laybourn, part of the Bowring Group, announced that it had commissioned an audio-visual presentation firm to produce a 30-minute colour presentation on the subject.

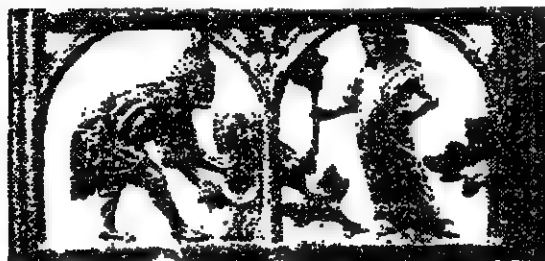
Some employers may, however, prefer to wait and see how pensions are to be treated in the next stage of the Government's anti-inflation policy before taking too many steps. Pensioners were virtually excluded in the first stage because any improvements had to be counted against the 25 per week pay rise limit. The Government has announced that when the next stage starts on August 1, improvements in existing schemes and the introduction of new schemes will be allowed—but only to the extent that they provide the minimum contracting-out conditions under the 1975 Act.

### Pay policy

Because of this limitation, the pensions industry is making strong representations to the Department of Employment to have pension provision completely exempt from August 1, in the meantime, however, employers can still start considering their future plans. If the Government does not make any further concessions to pensions in its anti-inflation proposals, it will mean that employers will probably only set up or improve schemes that fulfil the minimum contracting-out conditions, and that they will then subsequently improve the schemes to the desired level when allowed to do so.

Such a course of action will necessarily involve management and pension consultants in more work. But the alternative of waiting until the Government gives the all clear to full improvements in schemes is to get caught up in the rush for advice and contracting-out. The main decision that has to be taken is whether or not to contract-out. This can be done irrespective of whether the Government continues to include pensions in its anti-inflation programme.

## EUROPEAN SCULPTURE AT SOTHEBY'S



August, 1790, detail from a pair of Westphalian oak reliefs, bought by the Museum of Westphalia, Münster, at Sotheby's, 10th April, 1975 for £36,000

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### BUSINESS PROBLEMS

BY OUR LEGAL STAFF

#### Building Society interest

I own a small company, the only asset of which is a building society deposit. Am I correct in saying that the interest received should be grossed up at 35 per cent, and then taxed at 42 per cent, the 35 per cent tax being set off against the 42 per cent corporation tax? Will Audit Fees and Annual Return Fee be allowable against the grossed-up interest?

Your question is founded on a puzzling premise. The rates of corporation tax for the current financial year will not be revealed until the Budget on April 6, of course, but you have correctly understood the principle upon which the taxation of building society interest is based (subject to the rules for deduction of management expenses).

However, since the company's income will also be subject to income tax at your personal rates, whether distributed or not, it is hard to deduce the purpose which the company serves. If you have not already done so, you may wish to discuss with the company's accountants the possibility of liquidation, or a change of investment to produce franked income perhaps.

#### Shareholders' rights

I am a Preference shareholder in a private investment company whose investments consist of holdings in two other private companies. Have I a legal right to see the accounts of these two companies? Although you have no private right to see the accounts you mention, you can inspect them when they are lodged with the relevant annual returns at the Companies' Registry, supplied in your capacity as a member of the public who is entitled to search at Companies House.

#### Licence for agency

I intend to operate a writ service and debt collection agency and have been told that I shall have to register under the 1974 Consumer Protection Act, is this so? What you have been told is correct. You should apply to the

Director of Consumer Credit, Office of Fair Trading, New Court, 48 Carey Street, London WC2A 2LD. You cannot carry on a debt collecting business after August 3, 1976, without a licence.

#### Bearer shares

Are shares in bearer form, such as BAT or Shell, more difficult or expensive to buy or sell? Are dividends paid with the additions of the tax credit either to residents of the U.K. or abroad?

Bearer shares of U.K. companies present no particular problems on purchase or sale; the purchaser does not incur transfer stamp duty, and consequently bearer shares often command a slightly higher price than the registered form of the same

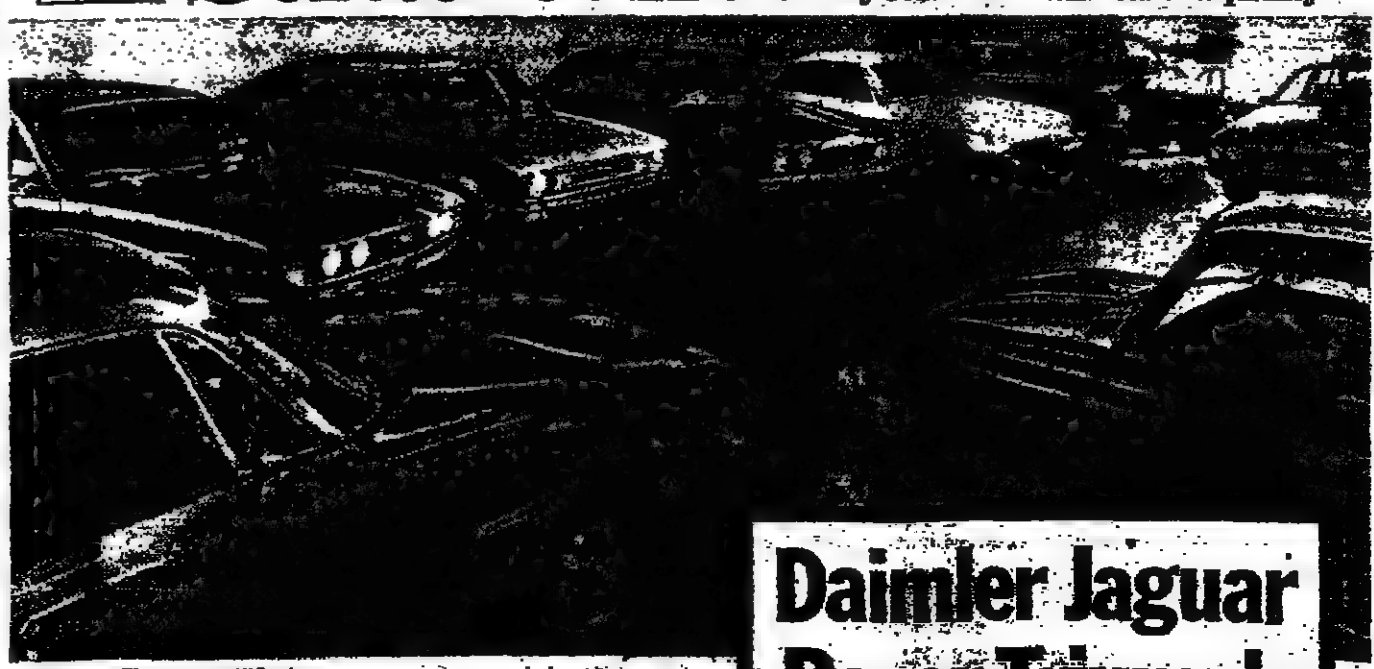
class. The bank which holds the shares for you (as required by exchange control regulations) will make a charge for collecting the dividends, but this expense is not allowable for income-tax purposes. Apart from this, the coupon-collection expense (which is comparable to the clearing charge for dividend warrants on registered shares), the yield on U.K. bearer shares is the same as on the registered form of the same class. As U.K. companies are no longer permitted to issue bearer shares, any rights issues would be in registered form, which could result in an inconvenient mixed shareholding.

No legal responsibility can be accepted by the Financial Times for the answers given in these columns. All inquiries will be answered by post as soon as possible.



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# A puzzling struggle over new towns

IT MAY seem to be quite incomprehensible: but during the last year Clydeside—one of the unemployment crisis regions of the U.K.—has been discouraging some industrialists making earnest inquiries about setting up new enterprises there.

Since September more than a dozen potential projects have been firmly stonewalled in the West of Scotland. Factories that could now have been well on the way to completion with tenants ready to occupy them, have not even been started. The creation this year of some 2,000 new jobs, which had been expected to begin in May, has been delayed, some think irretrievably. This has happened in a region whose employment losses in the last decade have averaged 10,000 jobs a year and whose planners estimate that they face the gigantic task of creating about 80,000 new jobs in the next 10 years just to stand still economically.

The reason for this apparently perverse situation is that the interested companies all wanted to establish themselves in Scotland's sixth new town at Stonehouse, in Lanarkshire. But they have been unable to do so because of a growing controversy about whether the new town, designated two and a half years ago, is now needed.

## Decision soon

The argument is between, on the one hand, the Scottish Office whose post-war development strategy for the Scottish industrial lowlands was based largely on its new town "growth" policies, and, on the other, the year-old Strathclyde Regional Council. The Council was created by the Government as the new strategic planning

authority for an area containing half Scotland's population. Strathclyde now says bluntly that Stonehouse must be ditched. The Government will announce its decision shortly. The argument is at more than one level. Overly, it is a matter of principle. Should Strathclyde, the inheritor of some of the most formidable problems of urban renewal in Western Europe, be allowed to carry out its allotted task but determine its own development priorities even if this means scrapping the Government's treasured new towns concept? Conversely, it is all about money. Should the financial resources earmarked for new town development be diverted to deal with the old town decay and industrial stagnation in areas like Glasgow, North Lanarkshire, Central Dunbartonshire and parts of Renfrewshire and Ayrshire?

Stonehouse is at the sharp end of this clash of philosophies. "Off with you to a better life in the new towns," said post-war governments, and 130,000 people went, mostly from Glasgow to East Kilbride, Cumbernauld, Irvine and now, with its first small housing development, Stonehouse. "Back to the forgotten heartlands," says Strathclyde Council, which now believes that the very process of establishing the new towns as what it regards as islands of startling prosperity and vigour has needlessly debilitated the older urban areas by corralling all the best new industry and "brainpower" of the young, the skilled and the adventurous.

Indeed, Strathclyde is doing more than challenge Stonehouse. It is also flexing its muscles over Cumbernauld and Irvine, both of which are about half-way towards their population targets. It wants the

objectives of each reappraised and the brakes put on any new housing development.

As vehicles of growth and industrial diversification, new towns have been successful. The most aggressively so has been East Kilbride. It is now nearing the end of its formal development period and its Corporation has therefore been given a new lease of life with

the instruction to develop Stonehouse as well. East Kilbride Corporation thinks that it has one of the best track records in Britain, having established Scotland's sixth largest community (returning a net profit for the last half-dozen years) with over 300 industrial and 400 commercial companies.

"In an era of redundancies, closures and rising unemployment, one new company every week establishes itself in East Kilbride," says its managing director, George Young. "In the decade to 1970 the new town accounted for 65 per cent. of all industrial growth in Lanarkshire."

Now the East Kilbride team is all set to repeat its magic at Stonehouse. Its members point to the vital role which all new towns (including Livingston and

Glenrothes in the East of Scotland) have played in the huge and necessary relocation of population from the badly overcrowded tenements of the Glasgow conurbation.

Even with the long-stop of guaranteed housing and jobs in the new towns, however, the region has had a net exodus of nearly 250,000 people in the past ten years and some planners

still expect that about 40,000 people a year will continue to leave Strathclyde. What sense is there, asks the Stonehouse team, in destroying the instrument which could prevent the region as a whole continuing to sustain this loss of so many of its best people?

Without the new towns the older urban areas would have been quite unable to start their own renewal projects. And yet compared with the glittering accomplishment of the new towns, progress on city and burgh redevelopment schemes has been painfully slow. For every new Corbals and Anderson there are two mouldering Govans and Maryhill. Moreover, in the process of redevelopment Glasgow especially has created vast new problems in sprawling post-war housing schemes like

Drumchapel and Easterhouse—the soulless monoliths which give the city its image as the magnetism of the new towns. It regards the success of the new towns as a perilously superficial measure of the region's actual economic advance and one which has diverted effort and attention from the essential task of reviving, not just Glasgow but surrounding burghs like Clydebank, Motherwell, Airdrie, Bellshill, Hamilton, Paisley, Dumbarton, Cambuslang and Coatbridge.

"Back to the heartlands" may be a brave new slogan but it is not without its painful political trip-wires. It may be relatively easy to represent the new towns, as today's scapegoats for yesterday's monumental civic neglect and Government apathy in "the heartlands"—the most striking glimpses of Glasgow's slums are often seen at speed, after all, from some of the best urban motorways in Europe. But would chocking-off the new towns really stop another generation of Clydesiders from buying one-way tickets from the region to the English Midlands and the old Dominions?

With devastating candour Mr. Gray acknowledges the difficulties. "It is understandable that people should want to go to these more desirable areas to live. But we simply must stop the vast drain of population out of the heartlands which is encouraged by the provision of the type of living that the new towns offer. In the short term we may rightly be accused of depriving people of the right to move to a better environment. This is probably the biggest part of the challenge that faces us."

Strathclyde Council takes an optimistic view of this challenge. Its own development plan being prepared for submission to the Government in May assumes, for example, that Glasgow's population will fall from 831,000 to 828,000 by 1981, and not to 742,000 as forecast by the Scottish Registrar General.

Most of all it does not accept that finance earmarked for the new towns could not be diverted to sponsor an entirely new dimension of effort on behalf of "the heartlands." On the surface the financial considerations seem to be unimportant. Stonehouse has demonstrated, for instance, that the infrastructure cost of its development on Strathclyde Council's own account over the next five years would amount to no more than £1.6m. a year. This compares with the region's total budget of £850m. this year alone.

For its part Strathclyde is in the equivocal position of denying that finance is a principal consideration while at the same time basing its philosophy on the expectation that Exchequer funds for housing and industry in the new towns could be "poured into the heartlands." There can be no certainty that the Government would accept such an assumption. Yet the figures on new town development illustrate why Strathclyde is so keen to establish the principle that it should have some control over the expenditure of the Government's new town funds in its region. Since its various designation dates, something over £190m. of net capital expenditure has been committed to the four new towns in Strathclyde. About £120m. has gone on the provision of new housing and new industry, most of it on housing. It is expected that expenditure of about a further £105m. will be spent.

A compromise is already being tried at Cambuslang where the Government is sponsoring, through the new Scottish Development Agency, a major industrial rehabilitation of some large derelict steelworks sites. But the SDA is itself hemmed in by limited resources. What Clydeside really needs is some way of changing the decades of mediocrity in civic administration and industrial leadership which have impoverished "the heartlands," and by implication the other new towns, has been a bold way of dramatising this need. But killing Stonehouse, and by implication slowing the growth of the other new towns, would only make sense if it was accompanied first, by a positive Government decision to redirect urban resources to the older urban areas and second, by a clear definition of how, where and by whom that money was to be spent.

be made in Strathclyde's new towns by 1981—some £72m. on housing and some £31m. on industry.

It is finance on that scale which Strathclyde probably would like to see added to what is available for dealing with the old urban areas. The region drives home its point further by suggesting that it would like to see the expertise employed in new town development used instead in old town redevelopment. "The new town corporations have had a lovely time," says Councillor Gray. "Bags of money in both hands and a series of green fields in which to work their wonders. That has been no challenge at all. It has been nothing more than an invitation to spend."

Optimistic

Compromise

## Letters to the Editor

### Consultation survey

From Mr. W. Whitworth  
Sir—The Social Survey Division of the Office of Population Censuses and Surveys is currently carrying out a survey to be concerned with current consultative and participative arrangements for decision making in industry up to and including board level. I have just endeavoured to answer a questionnaire which relates to a wholly-owned subsidiary of a public company of a public group. It seems to me important that the bias of this survey should be clearly known. The overwhelming impression is that the questionnaire presumes the election of a board of directors; there is minimal reference to the responsibility to be borne by this new company official; the questions are old hat as regards IEC thinking; there is little room to establish the extent to which consultation may already exist; only 900 companies are being interviewed; the survey is old to have been discussed with the CBI but the CBI apparently did not see it as a questionnaire. Who drafted it?  
May we know what this survey will cost, and how much redress will be given to its findings?  
William B. Whitworth,  
Lidell House, Much Hadham,  
Herts SG13 7JH.

### Industrial winners

From Sir Richard Smeeton,  
Director, Society of British Aerospace Companies.  
Sir—Your leader on the Politics of the MRCA (Multiple Combat Aircraft), states that "aerospace has been proved a winner in the past." May I inquire what the definition is of an "industrial winner"?  
The industry, represented by a Society, exported in 1975 £1m. worth of aerospace products and the import bill for similar items was £433m. leaving a favourable balance of £8m.  
Richard Smeeton,  
King Street,  
James S. W.V.

### Unwilling to compete

From Mr. R. Smith  
Sir—We are now seeing the results of the fall in educational standards of the mid and late 60s. We now have the first generation of "liberal" graduates, who were themselves educated at school and university by "liberal" tutors. This liberalism seems to have imparted two ethics. That competition, either on a personal or corporate level is bad and unchristian. And, to a general sense is likewise unstable. In making these points more the political movement has taken place within the academic body during the last decade. We move of workers into the service sector, I feel largely attributable to this unwillingness to compete, which seems to be adding from student groups throughout society. It is all too easy for today's graduate to pre-empt principles and take easy routes into the public sector, where he is insulated from "heat in the kitchen" of commerce and industry. I wonder how many people preach the "profit is a dirty word" after all.

their own opting out of commercial competition? Would I be a reactionary to cite this as a factor in the decline of Britain's economic performance?

The road to curing this malaise is a long one but I feel that the first, albeit faltering, and tentative steps have been taken. By making the teaching profession itself more competitive, in view of education spending cuts and the resultant cutback in jobs for teachers, we have indeed started in the right place: the schools. R. G. C. Smith,  
Hastemere,  
Dunham Road,  
Altrincham, Cheshire.

### Urgency takes a little longer

From Mr. J. Sergeant  
Sir—I write to draw attention to the situation with British Airways cargo handling.  
To obtain urgent airfreight items it is currently necessary to: 1) Wait one hour queuing to start documentation; 2) Wait a further "minimum period of an hour" for processing of the item.  
In practice, processing takes between 24 and 36 hours (the fate of a fellow-suffering Portuguese) or one-two weeks (agent for Italian firm with equipment for the Olympics). In my own experience, paying a handling charge of £2.50 (this is not the freight charge) after waiting five hours appears a fair price.  
I was informed by British Airways staff that their own urgent freight was sent by other carriers because of the delays. Cargo handling staff were aware of the terrible service and full of recriminations as to its causes.  
John Sergeant,  
Lecturer,  
School of Environmental Studies,  
University College London,  
Water House,  
22, Gordon Street, W.C.1.

### Tory party candidates

From Mr. J. Coady  
Sir—As usual the two main political parties will try to use some electoral advantage in the result of the Coventry North-West by-election. The fact is that on this present record the Government should not have won the seat and indeed did not deserve to do so. The swing to the Conservatives was simply not good enough at this stage in the life of the Government. They should have won the seat. Mr. David Palmer in his article (March 3) has hit the nail on the head. In Mr. Geoffrey Robinson the Labour party had an outstanding (moderate) candidate. It was a personal victory for him and not the party that he represented. The Conservative candidate was quite unsuitable and to quote Mr. Palmer "in a big South Coast constituency... the local centre would lap him up." He should have stood down. There is a moral in this for the Conservative Party. For far too long Conservative Central Office has churned out numerous candidates ranging from barristers, merchant bankers, underwriters, military men, backroom boys with aristocratic and Eton, Oxford and Cambridge connections. They have been allowed to penetrate from the Southern Midlands Northwards trying to represent a constituency with which they have nothing in common. Although they may have admirable qualities, and a polished performance will soon persuade the local party organisation to support them, they are lacking in appeal to the average voter. This is what it is about, after all.

If the Conservative Party is to make any headway at all it must improve the type and calibre of its candidates. If it does this it will have learned the real lesson of the Coventry North-West by-election.

J. A. G. Coady,  
Hillside,  
11, Blackley Road,  
Elland, W. Yorkshire.

### Marketing and engineering

From the chairman, Acrow Engineers.  
Sir—I cannot accept the criticism of Mr. Peter Quinn (March 8) on the failure of Britain's engineering industries. Surely, Mr. Quinn must know that Britain's engineering industries are one of the biggest contributors to Britain's balance of payments.  
As to his accusation that the best marketing talents are not available to the engineering industries (as a result of which Britain is rapidly losing out to foreign suppliers), how does he reconcile this with Coles Cranes, being Europe's largest manufacturers of mobile cranes? The Storey, the world's largest makers of prefabricated bridges and Acrow—the world's largest makers of form-work for the construction industry?  
My company has a turnover of £100m. and exports of £50m. and this certainly could not be achieved without the expertise which Mr. Peter Quinn says Britain's engineering industries lack.  
W. A. de Vignier,  
8, South Wharf, W.2.

### Better use of resources

From Mr. K. Suman  
Sir—Mr. Quinn's letter of March 8 suggesting the need for a mass migration of marketing talent from our competitive consumer industries into Britain's engineering industry is a view I would tend to support. There should be more emphasis placed on marketing within the engineering industry and perhaps more support and provision should be directed towards graduate training in "marketing engineering."  
One cannot however, support Mr. Quinn's assertion that the failure of Britain's engineering industries is as much a marketing failure as an industrial relations or an investment failure as one would not accept any of these as the major factors. We should examine the evidence which indicates more likely reasons for the industry's decline.  
If one examines the investment in manufacturing as a percentage of manufacturing output the U.K. is not at the bottom of the league, the ranking being Japan, Italy, Sweden, France, U.K., West Germany, U.S. Perhaps one could argue the need for further investment but the really disturbing aspect of the analysis of investment is the ranking in terms of investment in manufacturing output per increment in investment. It is then we see the real problem of the industry—the ranking being Japan, West Germany, France, Italy, Sweden, U.S. and the U.K. In short investment or the lack of sufficient investment, will not on its own protect the U.K. manufacturing industry into a more competitive situation, we are simply not getting as much out of our resources as are other industrial countries. No wonder our percentage share of world trade in manufacturing goods dropped

from 15.3 per cent. to 8.3 per cent. from 1963 to 1974.

Greater utilisation of resources and the management of the country's productive resources is where we should direct our attention, asking very searching questions regarding the inability of the industry to recruit well qualified entrants in sufficient numbers. The evidence available to support the view that we do not utilise our resources efficiently is considerable and I would repeat it is high time that as a nation we realise the true importance of the production management function with respect to wealth generation and accept it, as in other European countries, as a high status, professional activity requiring high calibre, high salaried, well trained managers.  
K. Suman,  
Head of Department,  
Manchester Polytechnic,  
Hilton House, Hilton Street,  
Manchester.

### A dish of many colours

From Mr. O. Bullock  
Sir—The story of the Chinese Armorial Service decorated with the customer's instructions for colouring is certainly not, as suggested by Janet Marsh (February 21), apocryphal.  
The Metropolitan Museum of Art in New York recently acquired a large Chinese dish of about 1715-20, decorated in underglaze-blue with the arms of Harrison Impaling Bray (referring the Marriage of the Couple), and also bearing a number of areas, pointing to various areas of the arms, each accompanied by abbreviations for either azure, argent, sable or gules (which are the heraldic equivalents of blue, silver/white, black and red, respectively).  
Even if they had spoken perfect English, I suspect they would have found these instructions confusing:  
Ground Blue; 17, Decora; Road, Putney, S.W.13.

### Fashions in theories

From Mr. M. Brindle  
Sir—The article "Public spending not the root of all evil" (March 4) effectively showed the errors of the current preoccupation to embrace one syndrome with public expenditure. This preoccupation seems to be one aspect of the traditional fallacy of postulating a sole cause for a complex of effects. Waves of economic fashion seem to appear every few years to be hailed each in its turn as the new "truth"—one thinks of Monetarism, the New Cambridge, Planning and most recently the New Oxford theories in this context.  
All the theories have been, and are still inadequate as total explanations and the keenness of economists to embrace one of the opposing theories, very often in its simplistic form has perpetuated the fallacy of choosing between extreme alternatives. Surely it is time to recognise that some of these theories individually are an adequate guide for policy. For example, monetarism suffers from substantial variations in the income velocity of circulation and the problems of choosing a suitable definition of money. The New Cambridge can reconcile the combination of high public sector deficit with a reduced current account deficit. Supporters of the New Oxford theories frequently neglect the distinction between public expenditure (which adds

to aggregate demand) and transfer payments (which redistribute any given total) etc. Macro-economic forecasters have also been heavily influenced by fashion.

As Professor Samuelson wrote in his "Time Series Analysis" (1973): "A certain common number becomes the forecast of the fashionable mob, but this should not reduce one into a false level of confidence. Economists always average closer agreement with each other than with the subsequent truth."

The excessive product differentiation currently practised by economists together with the preoccupation with finding the Philosopher's Stone of a neat, simple, precise, unambiguous explanation for complex economic and political and social factors and behaviour does no good for the economic profession and nothing but harm to the quality of policy advice given by economists to industry, commerce and government.

Michael Barnato,  
Flat 1, 10, Abbey Gardens,  
St. John's Wood, N.W.8.

### Felixstowe Docks

From Councillor G. Woodland  
Sir—Now that the takeover of Felixstowe Docks by the British Transport Docks Board has run into such fierce opposition, I hope that the higher bid by European Ferries will enable common sense to prevail among all concerned in this hitherto messy business.  
There is no doubt that the company's interests, the workers' interests, and the nation's interests have been best served by the port being run by free enterprise, and there is no reason to doubt that this can continue in the future.  
Assuming that European Ferries is successful in its bid—and shareholders would be mad not to accept—the argument will shift to Parliament, and I hope readers will write to the MPs of all parties, urging just plain common sense on them, so that in these times of economic stringency, it will not be necessary for public authority to dole out millions of pounds on an unnecessary, unwanted operation as near to straight nationalisation as makes no odds.  
Let Felixstowe please get on with the job it is so good at. Geoffroy Woodland,  
Chalk Farm,  
Bottisham, Cambridgeshire.

### Added value benefits

From Mr. W. Grey  
Sir—E. G. Wood (March 1) and Dr. Frank Jones before him (report, February 26), I recognise the importance of the added value concept as a measure of company performance, and regret its general absence from U.K. company accounts.  
Yet it ought not to be left to the Central Statistical Office, or to independent researchers, to fill the gap. What companies in other countries do regularly in their accounts, for the enlightenment of their shareholders and others, surely U.K. companies should be willing, as doubtless they are able, to do also.  
Perhaps such a simple innovation would in the end, do more for the profitability of British industry, and at less cost, than all the effort—hopefully unnecessary—being put into inflation accounting, without benefits to some would, other things remaining equal, have to be paid for by others.  
W. Grey,  
22, Arden Road,  
Finsbury, N.3.

## To-day's Events

House of Lords: Debate on dis-incentive effects on present level of taxation.  
House of Commons: Debate on dis-incentive effects on present level of taxation.  
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# COMPANY NEWS + COMMENT

## United Biscuits jumps 61.6% to £22.28m.

INCLUDING exceptional credits of £438,000, pre-tax profits of United Biscuits (Holdings) advanced by 61.6 per cent from £13.81m to £22.28m in the 53 weeks to January 3, 1978, after a rise from £13.7m to £18.1m in the first 26 weeks. Sales for the year expanded by 31.8 per cent to £430.5m.

Earnings are shown to be up from 5.5p to 12.5p per share and, as forecast with the one-for-four rights issue last May, the dividend is lifted from 2.3825p to 3.2825p net with a final payment of 1.144p.

The chairman, Mr. Hector Laing, tells members that while a major part of the increase came from the U.S., the U.K. operations also had a satisfactory year. Overseas sales rose by 47.1 per cent to £170.2m, and of trading profits—£25.6m, against £19.3m—the overseas contribution was £7.2m, compared with £3.9m.

The "excellent" trading performance, together with the proceeds of the rights issue—some £14m—and the sale of some activities in Europe, have "substantially strengthened our balance sheet and reduced our interest charges significantly," says Mr. Laing.

Looking to the future, the chairman reports that the 1978 budget shows another increase in profits and he believes this to be realistic. "We have had a very good start to the year," he says.

In the U.K., the group's major products "continue to dominate the biscuit market" and there is opportunity for considerable growth potential in the crisp, nut and savoury snack sector. The cake market continues to experience difficulties as does D. S. Crawford, the restaurant and bakery business, but "when the upturn in the economy comes, these two relatively small sectors of our business will benefit."

In the U.S., the Keebler Company has performed "outstandingly well" in 1977 and it has a strong position in the biscuit market where volume is expanding.

The business in Japan continues to show considerable growth, and "we remain delighted with our partnership with Meiji," declares Mr. Laing.

"There are still 'considerable problems' in Spain but there are a number of factors which give 'grounds for guarded optimism,' he adds.

	1976	1977
Turnover	430,500	540,500
Trading profit	15,350	19,170
Interest	7,745	4,467
Share associates	12,170	12,170
Exceptional credits	438,000	438,000
Profit before tax	22,280	33,800
Tax	11,730	1,360
Net profit	10,550	32,440
Dividend	2,382	3,282
Underwritten	4,712	2,178

Statement, Page 23

See Lex

### ALLIANCE INV. DOLLAR LOAN

Alliance Investment Company has arranged to borrow

### HIGHLIGHTS

Fisons has turned in a reasonable profits performance with the pharmaceutical side back on a growth track. The company is also making a one for four rights issue to raise £20m. Amalgamated Investment and Property has asked for its share quotation to be suspended pending negotiations with its bankers. Lex also takes a look at United Biscuits where profits are substantially higher—reflecting a good second half in the U.K. and the inclusion of a full year from the U.S. acquisition. Transport Development Group managed to check the slide in profits in the second half thanks to an improved competitive climate but Inveresk Group was unable to avoid a slip into losses in its second six months leaving the overall balance some 80 per cent lower. BSR's profits are 30 per cent lower but the second-half trend suggests that recovery is on the cards for the current year.

U.S.\$500,000 for one year from Morgan Guaranty Trust, of New York, to finance overseas portfolio investment.

### Armstrong Equipment up midway

DESPITE A reduction in supplies to original equipment manufacturers, and in particular the difficulties experienced by one of the major car manufacturers, rapid progress has continued to be made at Armstrong Equipment, with external sales showing a 27.7 per cent increase to £18.45m, and pre-tax profit a 32.8 per cent advance to £1.81m, for the half-year to December 23, 1977.

And Mr. J. H. Hooper, chairman, says there are no presently known circumstances which should prevent continued progress in the second half.

The interim dividend per 10p share is 0.60p net, compared with 0.6p (paid in two instalments) and absorbs £226,744. This is equal to 1.015p (0.806p) gross—last year's total was 1.087p net from record profits of £2,032m.

First half tax takes £0.05m, compared with £0.72m, leaving £0.86m (£0.84m).

The further reduction in operating levels in the early part of the year which resulted in some short-term working acted as a spur to improve organisational and manufacturing efficiency, states Mr. Hooper.

In the specialised fastenings division, the general downturn in manufacturing industry, together with stockpiling, had its effect in reducing demand, but again continued improvements in manufacturing efficiency have reduced the impact, and there is now a small lift up in demand with the end of inventory reduction programmes. This division is highly equipped and "well poised to take advantage of a lift in demand as the economy improves."

The automotive parts distribution companies continued to grow at a rapid rate and he expects that by the end of the full year the growth targets for this division will have been achieved.

Although the overseas operations contributed little to the half

year's results, most are geared to achieve greater output and sales in the second half, and a greater contribution is expected during that period, he says.

Sales of automotive replacement parts—revel that the group is still reaping the benefits from its recent expansion into the automotive replacement market. Over the last couple of years the group has reduced its manufacturing side's dependence on original equipment from 85 per cent, to less than half, and has also rapidly developed its distribution set up, after doubling its number of outlets from 30 to 60 last year, the group is aiming to open a further 60 by the end of 1978-79. A pre-tax total of around £5m, looks in prospect for the current year and the group's financial position has remained strong. Borrowings have been significantly reduced since the £51m net level in the last balance sheet and the group still has an untapped borrowing facility of around £8m available. However, it is doubtful whether the shares which have risen 31 per cent, 704p in the last six months can move much higher on a maximum yield of just 4 per cent, despite the fact that it will probably be covered 4½ times by prospective earnings.

### Sharp fall by Small & Tidmas

TURNOVER OF textile manufacturers John C. Small and Tidmas improved slightly from £24.1m to £25.8m in 1977 but pre-tax profit dropped sharply from £34,756 to £19,911. Tax takes £35,538, against £17,748.

When reporting first half profit down from £107,260 to £21,053, the directors said that if trading was maintained they looked forward to "an improvement in the second half." In the event profit in that period was £48,338, compared with £117,496.

Stated earnings per 25p share

for the year are 2.86p (8.33p) and dividend total is 2p net, against 2.325p equivalent, with a final of 1p.

### TDG down by £1.43m.: 10% scrip

ON A TURNOVER up from £12.24m to £12.95m, pre-tax profit of Transport Development Group decreased from £13.38m to £11.95m, in 1977, after a first-half downturn from £7.02m to £5.6m.

Stated earnings per 25p share, excluding extraordinary items, decreased from 3.59p to 2.39p for the year, the dividend is raised from 2.674p to 2.883p net with a final of 1.916p, and a one-for-ten scrip issue is proposed.

As to the current year's outlook the directors report that on the mainland of Europe profits are improving and in Australia the return of business confidence, following the recent change of Government, is noticeable. But in the U.K. there are as yet few signs of revival and it would be unreasonable at this juncture to expect an increase in profit for the first six months.

Transport Development Group has benefited from a reduction in the number of small competitors in the road haulage business and this helps to account for the almost maintained profits performance in the second half after the 20 per cent fall in the first.

But with a two-thirds reduction in business in Europe over the year (an almost full recovery here has now reportedly taken place) margins were still too tight. The group will continue to practice rigid economies in 1978. But in the short term, the level of profitability will depend upon whether market conditions will permit at least a major part of

### INVERESK loss in second half

A LOSS OF £11,000, against a pre-tax profit of £2.1m, in the 26 weeks to December 31, 1977 pushed the profit of Inveresk down from £4.65m to £1.2m for the year. External sales decreased from £87.89m to £24.62m.

Stated earnings per 50p share were down from 2.5p to 1.5p on a net basis and from 3.1p to 2.8p on a nil basis. On the basis of a national full charge they are shown as 3.5p (16.2p).

A final dividend of 3.105p makes a same again net total of 4.355p.

Commenting on the results the directors state that most customers considerably reduced excessively high stock levels built up during 1974. The reduction in sales volume against a background of lower economic activity and continuing inflationary pressure produced the severe contraction of profit.

While paper and board selling prices remained reasonably firm for most of the year, it was not possible to reflect the extra cost in terms of sterling of the main raw material, woodpulp, which was fully let and the group has been priced in U.S. dollars or Swedish kroner. The decline in the value of the pound during the year resulted in an effective increase in raw material costs.

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### DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corr. of sp. div.	Total for year	Total last year
Armstrong Equip. Int.	0.86	May 14	0.6	—	1.69
BSR	1.72	April 30	1.38	2.29	2.14
Darvill and Metcalfe	0.6	April 21	0.41	1	0.51
De Beers Cons.	20	April 30	17	28	28
De Beers Ind.	40(b)	April 30	35	42.5	27.5
Fisons	6.07	July 2	5.82	10.47	9.82
Inveresk Group	3.11	April 23	3.11	4.38	4.38
Investment Tr. Grisey	3.5(a)	May 1	3.0	5.25	4.75
Scottish Northern Trust	1.5	May 12	1.5	3.31	2.34
Small and Tidmas	1	May 17	1.19	2	2.34
R. R. Stockis	4.23	—	4.24	4.23	5.34
Transport Development	1.92	May 14	1.74	2.63	2.26
United Biscuits	1.147	July 1	1.06	2.837	2.26

Dividends shown pence per share net except where otherwise stated.

\* Equivalent after allowing for scrip issue. † On capital increased by rights and/or acquisition issues. (a) Gross throughout.

(b) South African cents.

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### ISSUE NEWS AND COMMENT

## Staflex 2-for-7 rights at 38p

Staflex International is raising £13.4m, or £12.7m after expenses, by a rights issue of 3,518,012 Ordinary shares on the basis of £1.38 per share. The directors also indicate that the pre-tax profits for the year to December 31, 1977 are £18.5m, against £18.8m. Proceeds of the issue will be used to reduce overall bank borrowings and to strengthen the group's capital base.

During the latter part of 1977 the company completed the reorganisation of its factories in both the U.K. and the Netherlands at a total cost, including £3.4m spent on buildings, of about £1.5m. The directors have decided to write off but retain during the next four years the balance in equal proportions over the next four years. The chairman, Mr. J. N. Bellow, indicates that substantial benefit of the reorganisation is already beginning to flow.

The full year's profit was struck after associated companies' losses of £123,000 (nil) and sundry income £25,000 (£159,000). After tax £800,000 (£689,000) and pre-tax profit £1,000,000 (£800,000) and minority interests £30,000 (£10,000), the net profit was £1,030,000 (£819,000). Extraordinary items of £553,000 (£1,030,000) are taken below the line and earnings on the actual tax charge are 9.4p (10.5p).

On the basis of the profits forecast the directors are recommending a final dividend of 1.7p net to make a total of 2.9p (£2,223p) per share, or an increase at the gross level of 32 per cent.

An EGM is called for March 25 to consider an increase in the authorised capital. The issue has been underwritten by Kleinwort Benson and brokers are Rowe and Pitman, Hurst-Brown. Dealings are expected to commence on March 28.

Staflex is raising £13m in order to trim borrowings down to the December, 1974, level of £5m. After a year of considerable expenditure on the reorganisation at home and in the Netherlands, a modest profit advance for 1978 is also expected to be £1m.

Staflex's treatment of the expansion costs is the subject of a report by the KPMG and twice that against the Dollar has not eased the paper/pulp "pincer" on margins; and the recent rise in dollar-denominated pulp prices could help to counteract the bearing effects of a rise in volume and a modest 10 per cent. U.K. industry price increase in April. Against this, the Northern Trust is not yet fully let and the group has 30,000 Georgia-Pacific shares remaining. Over the long haul, a nearly twice covered yield of 10.7 per cent, at 60p, down 3p last night, has its attractions, and the balance sheet is still firm enough.

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## BIDS AND DEALS

# Acceptance conditions in Emu Wine battle

The Board of Emu Wine Holdings has been told that, in the event of the 1976 share offer, Western Australian Wine and Distillers Ltd. will not have become unconditional by March 12, it will be extended for at least a further seven days. In the event that the offer does become unconditional, it will remain open for at least 14 days.

WAW already owns 32.48 per cent of the capital of Emu and its offer is conditional only on acceptances raising its holding to above 50 per cent.

On Monday the Emu Board recommended acceptance of the WAW offer following the withdrawal of the rival bid from Lachapere. But on the same day a new bidder, Thomas Hardy and Sons, an Australian wine company, appeared on the scene with an offer of 18.8p a share.

The Emu directors yesterday said that the proposed Hardy bid was to be conditional on acceptances being received in respect of 90 per cent of the Emu shares or such lesser percentage, being not less than 30 per cent, as Hardy might decide.

The Emu Board went on to say that it had been informed that WAW would not accept Hardy's offer and that therefore, unless Hardy was prepared to make its offer conditional on acceptances being received in respect of a significantly lower percentage, the offer was bound to be unsuccessful.

Hardy had therefore been asked whether it was prepared to go unconditional in the event of acceptances being anything over 30 per cent. Hardy was not willing to indicate this at present but was reconsidering the question.

Emu shareholders are meanwhile advised to take no action on either offer until they hear further from their Board, probably not before next week.

Group, the rearrangement of the settlement of the debt due to David Dixon from Bank Bridge will no longer proceed.

## Aurora to press ahead

Details of events that took place prior to Aurora Holdings' only contested offer for East Sussex Engineering of 30.03.76 per share cash are contained in the official bid document.

Aurora, which already holds 45.3 per cent of the capital of East Sussex, states that its intention when acquiring its original 50 per cent of the company was to remain a minority holder and to obtain Board representation. It was only following a refusal for a joint meeting by East Sussex, and a change in its financial advisers, that Aurora decided to seek its bankers' approval for the finance for a full offer for the company.

The statement criticises Aurora on the grounds that it has refused to "receive any of this information and to negotiate a fair price on it, making it clear that Aurora wants to be free to acquire more shares before shareholders are fully informed."

The Board of East Sussex countered swiftly last night with a statement issued through its financial advisers, S. G. Warburg, urging shareholders to take no action "until all the relevant facts are available."

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## Two new life policies from Scott. Widows

By Eric Short

The Scottish Widows' Fund and Life Assurance Society has introduced two new life contracts. The Whole Life Plus combines a with-profits whole life policy with a decreasing supplementary death benefit contract which provides a high level of minimum death cover. This latter value is based on the estimated claim value of the life policy after 30 years for age 80 for lives over 30 assuming a bonus rate of 13.20 per cent per annum compound. Thus for investors under 30 each £1,000 of minimum death benefit is provided by a whole life policy for a basic sum assured of £500 and initial supplementary cover of £500. The bonus assumption is on the conservative side, since the current rate of the Society is 14.40 per cent.

The other contract is the Joint Life and Last Survivor policy on similar lines to the new Whole Life Plus contract, except that the policy monies are paid on the second death of husband and wife. The policy is suitable to use for providing capital sums free of Capital Transfer Tax. These two contracts join the Society's other bonus reinforced contract Endowment Plus Assurance, which is used for mortgage repayment purposes.

## Baker Wardell in profit

In line with expectations of a "significant improvement," Baker Wardell, a member of the Irish Tea Merchants Group, reports a turnaround from a loss of £72,999 to a profit of £2,091 for the half year to September 24, 1975. For the year to March 31, 1975, there was a deficit of £112,875.

Earnings per Ordinary share for the half year are shown at 2.32p.

## Midland Inds. progress

The chairman of Midland Industries, Mr. E. L. Marsland told the annual meeting that the first five months of this year had progressed as expected: improved profits were being shown. He had no doubt that the current year would be satisfactory and that the group would continue to prosper in the future.

He expressed satisfaction with the progress of the country division and the prospects for its future. The improvement expected of the engineering side was currently taking place.

For and on behalf of the Board  
H. F. OPPENHEIMER, Directors  
A. S. HALL

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Anglo American Corporation of  
South Africa, Limited,  
40 Holborn Viaduct,  
EC1P 1AJ

Kendon Cabinets, a subsidiary of Headcrest Investments, which has incurred losses during the past two years has insufficient orders to justify its continued trading. Consequently a liquidator has been appointed.

# Carrington Viyella sees second half U.K. upturn

IN GENERAL the directors of Carrington Viyella are not expecting an upturn in the U.K. economy until the second half of the current year, with overseas improvement somewhat earlier: when the improvement becomes a reality, they are confident of the group's ability "to improve its performance substantially."

In their annual report they say that it would appear that the world-wide recession has now levelled off, but general economic problems peculiar to the U.K. make it difficult to forecast with confidence.

The chairman, Mr. L. Regan, in his statement, said that provided there is no political catastrophe, the benefits of past and planned capital investment will enable the company to "progress and prosper."

The benefits from the withdrawal from certain marginal and loss-making operations, and the closure of seven plants, will be felt from 1976 onwards, he says.

In the next two years the group will invest a greater proportion of funds in garment factories to give substantial productivity gains and increased production. Capital expenditure contracted but not provided for amounts to about £1.2m. (£5.8m.) and approved capital expenditure totals about £1.4m. (£6.5m.). In 1975 group capital expenditure was slightly less than in 1974 at £1.1m. of which £1.7m. was invested overseas.

As reported on February 19 pre-tax profit declined from £9,022m. to £5,566m. during 1975. Net dividend totalled down from 1.7275p to 1.7125p. Factors affecting the results were the general world recession and inflation,

reorganisation and rationalisation costs of £1.27m. (£0.31m.) the performance of overseas companies.

In the earlier part of the year there was considerable under-activity in some areas, both in the U.K. and overseas. In the last four months activity improved, partly due to seasonal factors, and this was reflected in increased sales during that period.

As a result of continuing over-capacity in warp knitted commodity fabrics it was considered necessary to close the Rathnall factory.

Progressive reorganisation has necessitated the closure of two dyeing and finishing plants, a yarn dyeing unit and three garment factories. The production of these units is being transferred to other factories in the group.

The accounts show extra payments of £28,000 to former directors.

A statement of source and application of funds shows a £3.55m. decrease (£3.96m. increase) in overdrafts and a £10.2m. decrease (£9.41m. increase) in working capital.

At February 10, ICI Holdings and Imperial Chemical Industries, the ultimate holding company, held 58.9 per cent, and 9.5 per cent, respectively of the Ordinary Carrington Viyella manufacture textiles.

Meeting, The Dorchester, W. April 1, noon.

Chairman's statement, Page 22

DARES ESTATES

The accounts of Dares Estates, the property investment company

in which a 65 per cent stake is now held by Mr. P. D. Jackson, Mr. D. Sidi, their family trusts and Mr. R. Herbert-Smith, will be posted to shareholders on March 16, it was announced after yesterday's Board meeting.

The company's Stock Exchange listing was suspended in May, 1974, at a time when Mr. William Stern's family was thought to have a 65 per cent holding, in the wake of the disclosure by Stern Holdings that it had liquidity problems.

## R. Stockfiss turns in £300,131

SHEET METAL workers and steel fabricators Robert R. Stockfiss (Manchester) reports pre-tax profits down from £285,237 to £300,131 for the year to August 31, 1975, on turnover of £3,06m compared with £3,21m.

At half-way, when profits were down from £185,008 to £130,404, the directors were expecting "a significant improvement" in profit for the second half as compared with the first.

Full-year earnings are shown to be down from 31.5p to 23.4p per 25p share. A final dividend of 4.25p net raises the total payment from 3.64p to the maximum permitted 8.25p net.

Tax takes £138,625 against £209,255. There are extraordinary credits of £24,786 (£23,228) and after minorities the attributable balance is £141,501 compared with £186,002.

# DE BEERS CONSOLIDATED MINES LIMITED

(Incorporated in the Republic of South Africa)

## PROVISIONAL ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st DECEMBER, 1975 AND NOTICE OF DECLARATION OF DIVIDEND No. 112 ON THE DEFERRED SHARES.

The following are unaudited abridged versions of the consolidated financial statements for the year ended 31st December 1975, together with comparative figures for the year ended 31st December 1974, which should be read in conjunction with the sub joined note.

### CONSOLIDATED INCOME STATEMENT

	1975 R'000	1974 R'000
Diamond account	216 795	242 687
Interest and dividends	94 795	92 387
Royalties and sundry revenue	10 352	7 352
Surplus on realisation of fixed assets	332	29
Surplus on revaluation of foreign assets and liabilities	21 190	1 334
Less: Transferred to currency reserve	21 190	1 334
	322 274	342 435
Deduct:		
Prospecting and research	17 587	14 849
General charges	13 489	11 647
Interest payable	4 721	2 204
Amounts written off loans and investments less surplus on realisation of investments	231	1040
	36 043	29 539
Group profit before tax	286 236	312 896
Taxation and Government's share of profits under mining leases (see Note)	59 465	100 408
Group profit after tax	226 771	212 481
Deduct:		
Outside interests in subsidiary companies	5 084	11 167
Group profit after tax attributable to De Beers Consolidated Mines Limited	220 677	201 314
Extraordinary loss arising from the relinquishment of shares in a former subsidiary	8 632	—
Less provision included in funds appropriated for expenditure on fixed assets	8 632	—
Group net profit attributable to De Beers Consolidated Mines Limited	220 677	201 314
Appropriations:		
Amount written off patents	636	636
Transfers to reserves	110 265	91 212
Preference dividends—22 p per share	1 591	1 591
Second preference dividends—4 p per share	115	—
Deferred dividends—28 cents per share (1974: 25 cents)	100 507	88 217
	213 114	182 656
Unappropriated profit 31st December 1974	7 563	18 658
Adjustment thereto arising from changes in currency exchange rates	139 600	121 407
	2 112	919
Less: Lump sum contributions to staff pension fund in respect of prior years	141 772	122 326
Dr Beers' interest in the unappropriated profits of former subsidiaries	—	1 324
	2 002	—
Unappropriated profit 31st December 1975	139 770	121 003
	147 333	139 660

### CONSOLIDATED BALANCE SHEET

	1975 R'000	1974 R'000
Issued share capital:		
Preference shares	3 978	3 978
Second preference shares	2 887	—
Deferred shares	17 989	17 843
	24 854	21 821
Share Premium	10 432	—
Non-distributable reserves	130 027	130 082
Distributable reserves	780 436	714 131
	974 749	871 034
Less: Excess of cost of shares in subsidiary companies over book value of net assets at dates of acquisition	31 068	26 966
	843 681	844 068
Outside interests in subsidiary companies	48 690	57 722
Long-term liabilities	33 814	37 348
Current liabilities	191 864	230 773
	1 217 849	1 159 912
Fixed assets:		
Claims, mining interests and property	47 990	37 408
Plant, permanent works and buildings	20 139	33 832
Listed trade investments	4 437	4 515
(Market value)	(16 088)	(10 532)
Unlisted trade investments	32 182	17 277
Property and development, South West Africa	935	975
Patents	—	836
	105 701	94 643
Stores and materials	16 703	15 355
Diamonds on hand at cost (see Note)	304 437	388 758
Listed investments	218 223	303 902
(Market value)	(381 530)	(391 857)
Unlisted investments	132 696	125 504
Long-term loans	40 624	23 907
Loan portion of tax	25 504	28 339
Cash	187 398	283 856
Other current assets	183 411	104 603
	1 217 849	1 159 912

Note: The results for the year are not directly comparable with the results for 1974 because:

(a) The results of De Beers Botswana Mining Company (Proprietary) Limited, which is no longer a subsidiary company, are no longer included.

(b) As a result of the introduction of a "pay-as-you-earn" system of tax collection in South West Africa, the amount required to be provided for South West African taxation for the past year was less than would otherwise have been the case. This non-recurrent benefit has had the effect of reducing the tax charge for the year by R29 604 000.

(c) Diamond stocks held by mining companies at the year-end have been valued at cost of production on the LIFO ("last in first out") basis. This eliminates from the 1975 income statement the unrealised profits resulting, under inflationary conditions, from the use of the average cost of production method. The resulting reduction in the value of stocks taken to account amounts to R5 771 000.

### DECLARATION OF DIVIDEND No. 112 ON THE DEFERRED SHARES

Dividend No. 112 of 20 cents per share (1974: 17 cents) being the final dividend for the year ended 31st December 1975, has been declared payable to the holders of deferred shares registered in the books of the Company at the close of business on 31st March 1976, and to persons presenting coupon No. 58 detached from deferred share warrants to bearer. This dividend, together with the interim dividend of 8 cents per share declared on 19th August 1975, makes a total of 28 cents per share for the year 1974-75 (25 cents). A notice regarding payment of dividends on coupon No. 56 detached from share warrants to bearer, will be published in the Press by the London Secretaries of the Company on or about 19th March 1976.

The deferred share transfer registers and registers of members will be closed from 27th March 1976 to 9th April 1976, both days inclusive, and warrants will be posted from the Johannesburg and United Kingdom transfer offices on or about 29th April 1976. Registered shareholders paid from the United Kingdom will receive the United Kingdom currency equivalent on 20th April 1976 of the rand value of their dividends (less appropriate taxes). Any such shareholders may, however, elect to be paid in South African currency, provided that the request is received at the Company's transfer offices in Johannesburg or the United Kingdom on or before 20th March 1976.

The effective rate of non-resident shareholders' tax is 15 per cent.

The dividend is payable subject to conditions which can be inspected at the head office and London office of the Company and also at the Company's transfer offices in Johannesburg and the United Kingdom.

For and on behalf of the Board  
H. F. OPPENHEIMER, Directors  
A. WILSON

Head Office:  
26 Stockdale Street, Kimberley, 3301,  
South Africa.

London Secretaries:  
Anglo American Corporation of South Africa Limited,  
40 Holborn Viaduct, EC1P 1AJ.

Transfer Secretaries:  
Consolidated Share Registrars Limited,  
62 Marshall Street, Johannesburg, 2001  
(P.O. Box 61051, Marshalltown, 2107).

Charter Consolidated Limited,  
P.O. Box 102, Charter House, Park Street,  
Ashford, Kent TN24 5EQ.

3rd March 1976

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# DE BEERS INDUSTRIAL CORPORATION LIMITED

(Incorporated in the Republic of South Africa)

## PROVISIONAL ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st DECEMBER 1975 AND NOTICE OF DECLARATION OF DIVIDENDS

The following are unaudited abridged versions of the consolidated financial statements for the year ended 31st December 1975, together with the comparative figures for the year ended 31st December 1974.

### CONSOLIDATED INCOME STATEMENT

	1975 R'000	1974 R'000
Dividends, interest and sundry revenue	8 676	7 882
Less: General expenses	88	74
Profit before tax	8 588	7 808
South African Company tax thereon	175	—
Profit attributable to shareholders of De Beers Industrial Corporation Limited	8 413	7 801
Appropriations:		
Transfer to general reserve	1 500	1 000
Dividends:		
On preference shares—11 cents per share	110	110
On ordinary shares—82.5 cents per share (1974: 57.5 cents)	6 873	6 325
	(83)	366
Unappropriated profit 31st December 1974	1 384	1 018
Unappropriated profit 31st December 1975	1 382	1 384

### CONSOLIDATED BALANCE SHEET

	1975 R'000	1974 R'000
Issued share capital:		
Preference shares	2 000	2 000
Ordinary shares	22 090	22 000
	24 090	24 000
Non-distributable reserves	8 200	8 200
Distributable reserves	15 902	17 354
Current liabilities	4 571	5 851
	35 573	53 465
Investments:		
Listed	14 921	14 921
Market value R39 387 000 (1974: R35 629 000)	32 775	32 775
Unlisted	—	—
Loans	6 109	2 367
Loan portion of tax	423	397
Current assets	1 243	2 606
	55 373	53 465

### DECLARATION OF DIVIDEND No. 51 ON THE ORDINARY SHARES

Dividend No. 51 of 40 cents per share (1974: 35 cents) being the final dividend for the year ended 31st December 1975, has been declared payable to the holders of ordinary shares registered in the books of the Corporation at the close of business on the 26th March 1976. This dividend, together with the interim dividend of 22.5 cents per share declared on 19th August 1975, makes a total of 62.5 cents per share (1974: 57.5 cents).

### DECLARATION OF DIVIDEND No. 54 ON THE PREFERENCE SHARES

Dividend No. 54 of 2.75 per cent, equivalent to 5.5 cents per share in respect of the six months ending 31st March 1976, has been declared payable to the holders of preference shares registered in the books of the Corporation at the close of business on 26th March 1976.

For the purposes of these dividends the share transfer registers and registers of members will be closed from 27th March 1976 to 9th April 1976, both days inclusive. Warrants will be posted from the Johannesburg and United Kingdom transfer offices on or about 29th April 1976. Registered shareholders paid from the United Kingdom will receive the United Kingdom currency equivalent on 20th April 1976 of the rand value of their dividends (less appropriate taxes). Any such shareholders may, however, elect to be paid in South African currency, provided that the request is received at the Corporation's transfer offices in Johannesburg or the United Kingdom on or before 20th March 1976.

The effective rate of non-resident shareholders' tax is 15 per cent.

The dividends are payable subject to conditions which can be inspected at the head office and London office of the Corporation and also at the Corporation's transfer offices in Johannesburg and the United Kingdom.

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A. S. HALL

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# No easy salvation for U.K. OECD output likely to rise by 4½%

BY WILLIAM KEEGAN, ECONOMICS CORRESPONDENT

IN A BLEAK analysis of the British economy's medium-term prospects, the independent National Institute of Economic and Social Research today dismisses the idea that North Sea oil offers the chance of salvation to the U.K.

According to the NIESR's February Economic Review, out this morning, in spite of suggestions that the U.K.'s balance of payments and hence growth problems will be 'solved' by North Sea oil, it is hard to escape the conclusion that, largely because of the enormous net deterioration in our terms of trade between 1973 and 1975, North Sea oil may well not be sufficient to allow a return to full employment by 1980 without further possibly rather substantial increases in international competitiveness.

"This further deterioration in the terms of trade would imply a very large shift of resources into the balance of payments; and this in turn leaves little in the way of spare resources for private and public consumption growth, after provision for the required investment in fixed capital and stocks."

The article explaining the medium term analysis acknowledges that the U.K. could be lucky in a variety of ways—productivity growth could be faster than the NIESR assumes; its balance of payments assumptions may be wrong, especially on the U.K. import-proneness; world trade may expand faster than expected. But "it is not sensible to bank on the best outcome; if anything, prudence would suggest paying most attention to the worst."

The NIESR continues: "This would appear to suggest going for an immediate large devaluation and cut in real wages in order to ensure that, if the worst did happen externally, growth prospects would nevertheless be tolerable."

## Problems

But it says there are unfortunately two problems attached to such a strategy: first, resistance on the part of the rest of the world to an aggressive exchange rate strategy by the U.K.; and secondly, the danger of rising oil and wages explosion. "In the context of a voluntary incomes policy, the real wage consequences of devaluation would have to be endorsed by the trade unions," the review notes.

Judgment of just how serious these risks are is inevitably difficult. But it is certain that, if there were union resistance and so a renewed inflationary surge, the U.K. would once again be plunged into crisis.

The review goes on to say: "Almost any risk of this is worth avoiding. Since there is at least some risk at present, this argues against a large devaluation. Instead it would appear better to encourage gradual further deceleration in money wages with an unchanged exchange rate, so that competitiveness is improved some 2 per cent. to 3 per cent. a year."

"Falling a reduction of this size in U.K. inflation, which is perhaps rather unlikely, then some mixture of this and further but modest exchange rate depreciation with the same combined effect on competitiveness would be desirable," the review adds.

The Institute's text contains several implications of a semi-phobic pull between economists favouring wages policy on the one hand and exchange rate adjustment on the other. To attribute the problems which, in the end, both pose vis à vis the unions, the review examines the possibility of cutting tax rates in order to obtain union acquiescence in "the implied reduction of real wage growth."

## Limited scope

But it goes on: "This scope is limited by the pace at which public consumption can be cut... substantial cuts in tax rates would cause severe pressure on the exchange rate since the additional private consumption unmatched by public cuts would increase a current account deficit already temporarily larger."

The review continues: "The task of keeping the exchange rate on the desired path will fall only partly on monetary policy, since some use of the reserves and of external borrowing could also be

PROJECTION TO 1980 ON "UNCHANGED POLICIES"				
Net trade balance, goods and services (change per annum as per cent of GDP)				
	1976	1977	1978-80(*)	1977-80(*)
Real GDP	1.3	2.0	2.8	2.6
Real wages (pre-tax)	-1.3	-0.4	2.8	1.4
Unemployment (%) (per cent. of labour force, average for year)	5.4	6.0	6.2	6.2
Terms of trade	0.1	-0.3	-0.8	-0.7
Resource uses, 1970 prices				
Net trade balance, goods and services (change per annum as per cent. of GDP)	0.1	0.6	1.2	1.0
Private consumption	-1.7	-0.3	1.7	1.4
Total fixed investment and stockbuilding	8.8	6.3	3.5	4.1
Public consumption	2.9			
Monetary variables				
Current account deficit (£ billion, current prices)	-2.0	-1.9	-0.7	-1.0
Public sector borrowing requirement (per cent. of GDP)	11.3	10.8	7.5	8.1
Consumer prices	14.5	7.5	5.0	5.6
Money supply (M3, per cent. change, IV on IV)	14.7	12.7	8.0	9.2
Short-term interest rates (per cent. per annum, for year)	11.0	11.0	8.0	8.7
Effective exchange rate(*)	-7.1	-6.5	-	-8.2

Source: NIESR estimates.  
\* Excludes wholly unemployed school leavers and adult students.  
† Based on England definition.  
\* Average for the 3 years, 1975-80.  
\* Average for the 4 years, 1977-80.

made in what should merely amount to a smoothing operation. It should, therefore, be possible for monetary expansion to proceed at rates consistent with a gradual deceleration in prices."

The review emphasises that its medium-term projection is constructed on the basic assumption that the current account of the balance of payments must be in surplus by 1980. A key point is that "this payments target implies a required transfer of resources into the net trade balance on goods and services."

Exports are "given" by world trade growth only at constant competitiveness and they, with the terms of trade also given, dictate imports.

"Given imports and an assumed elasticity of 1.5 between gross domestic product and imports, there is a maximum feasible GDP which is then the resource constraint."

The review says that North Sea oil certainly eases the constraint and "allows the economy to operate nearer productive potential."

## Deficits

But it is noted that "the balance on non-trade items (net property income and transfers) which has always been in surplus in the past, is expected to deteriorate sharply between 1977 and 1980 because of financing charges on continuing deficits and profit outflows from foreign oil companies in the North Sea."

"Interest payments on the debt received to finance the absorption of large deficits since 1973 (which have already accumulated to over £80n, and may total around £120n, by 1980) could exceed £10n, Remittances paid abroad from the North Sea may further £10n."

The whole of this medium-term projection is seen in the context of an assumption that there is a medium-term, in the sense that the U.K. is not plunged into another short-term crisis during 1977. The forecast is followed by a growth rate of 9 per cent. a year from 1978 onwards—only slightly above the trend rate of 7 per cent. to 8 per cent. of the NIESR emphasises that, broadly speaking, the economic strategy of the present Government is to allow growth of world trade to generate renewed expansion in the U.K. economy—via the indirect effect on exports and the private consumption.

The NIESR says that "only by coincidence" will this constrained growth of GDP achieve 4½ per cent. a year. "This coincidence occurs if the growth of world trade is sufficient to generate, at the terms of trade set by external forces, adequate export volume to finance the import volume implied by full employment."

The NIESR's projections on unchanged policies are shown in the accompanying table. The implication of the world trade

and commodity price projections is that GDP can only grow by 2.8 per cent. on average in the three years 1978-80 (that is less than the growth of productive potential).

The review says that over the projected medium-term period "total fixed investment is assumed to be virtually static because the rise in GDP requires only a moderate increase in the capital stock and at the end of 1977 there is assumed to be some spare capacity still in existence, in spite of low investment means."

It seems clear enough that vast amounts of capital are not needed to provide such a moderate growth of GDP in a situation of considerable excess labour supply."

The NIESR adds: "To summarise, in this projection balance of payments equilibrium is achieved at the cost of high unemployment throughout the period. The low growth rate of resources implies restraint in public consumption if prior claims are to be accommodated."

The NIESR considers a number of ways in which there could be a more favourable outcome for employment levels.

● External competitiveness is not merely maintained but actually improved through a cut in real wages. "To achieve full employment by 1980 it would probably be necessary to achieve approximately an extra 5 per cent. growth over the four years 1977-80 or another 11 per cent. a year. The terms of trade would have to deteriorate by an additional 21 per cent. a year, either through reduced money wage growth with exchange rate constant or constant money wage growth with exchange rate depreciating."

● The option of increased foreign borrowing: There would still be

a balance of payments deficit by 1980 and there would be a risk of exchange rate crises, greater concern on the part of foreign creditors and potentially destabilising effects on domestic inflation and domestic output.

● Import controls and surcharges: These might offer the possibility of the same balance of payments improvement with less worsening in the terms of trade. But "we doubt whether one could secure by international negotiations a system of balance of payments adjustment over the medium-term, which would be significantly less costly to the U.K. than devaluation."

● Tax increases: "The problem with such a course of action... that wage claims have been found in recent studies to be sensitive both to indirect taxes (through consumer prices) and to direct taxes. But excessive real pre-tax wage demands "can only be frustrated by the exchange rate, with the implication that an inflationary spiral of nominal wages and import costs would be generated."

Other points made in the latest NIESR review are:

● Income policy: "Both the weekly average earnings index and the weekly wage rates index peaked (at just over 30 per cent.) in the spring, before the introduction of the new pay policy... there was evidence, from the textile industry in particular, that the recession was exercising a moderating influence in certain sectors. While the strict adherence to the ES policy in all the settlements made known since July has undoubtedly exerted a powerful downward pressure on earnings as a whole, it can reasonably be argued that in some sectors it has actually raised wages, and that the low paid... could not have expected to get the ES they now have."

In the United States the recovery will continue throughout this year, and GNP, which fell 2 per cent. last year, will rise by 5 per cent. this year. The U.S. Administration's forecast of a 5.7 per cent. growth rate next year seems very much on the high side.

In Canada recovery will be fairly subdued. GNP should rise by 4½ per cent. this year, followed by some further acceleration next year.

Japan's economy is likely to expand by 5 per cent. this year, with a significantly higher rate of increase in gross domestic product next year. Exports will play a critical role in the recovery, since it will take some time for planned Government expenditure to have much impact on employment and thus on consumer confidence.

In France, the Government has

revised its forecast for GNP this year down from 4.7 per cent. to 3.4 per cent. The lower half of this range seems more plausible than the upper half, with the prospect of a considerable expansion in 1977. Unemployment is nevertheless likely to remain exceptionally high both of this decade is to be achieved.

The German economy is likely to grow by 4.4 per cent. this year. There may be no further acceleration next year, since there are no signs of an investment boom anywhere and the German economy is dependent on exports of capital goods.

Prospects for Italy are based on political rather than economic judgment, but 1 per cent. growth in GDP is the best that can be hoped for this year.

Belgium has not yet seen the end of its recession, and in view of the slow recovery likely in the major trading partners, growth

of the OECD area is likely to rise by 4½ per cent. this year and next, and the recovery will be faster in major countries than in small countries.

Consumer prices in the OECD area are likely to rise by about 8 per cent. this year, followed by a rather lower rate in 1977, even though the Institute foresees further substantial increases in petroleum prices.

The OECD area trade deficit, which was nearly eliminated last year, is expected to return this year and next year to the very high levels of 1974. Conversely, the oil producers' surplus is likely to return to 1974 levels.

The contribution of national Governments to this year's recovery will be limited by their concern over both the size of public expenditure and inflation. Consumer spending will play a crucial role, but is likely to be subdued by unemployment and inflation.

Total output in the OECD area is likely to rise by 4½ per cent. this year and next, and the recovery will be faster in major countries than in small countries.

CHANGES IN MAIN COMPONENTS OF DEMAND IN OECD COUNTRIES

Percentages, annual rates in real terms

	1975 (est.)	1976 (forecasts)
Consumers' expenditure	+1½	+3½
Public authorities' current spending	+2½	+2½
Gross fixed investment	-7	+6
Exports of goods and services	-6	+4
Imports of goods and services	-8	+6½
Gross domestic product	-1½	+4½

Source: OECD National Accounts of OECD Countries, and NIESR estimates.

FINANCIAL TIMES REPORTER

TOTAL OUTPUT in member countries of the Organisation for Economic Co-operation and Development is forecast by the Institute to grow this year by 4½ per cent., with the prospect of a similar growth in 1977. Unemployment is nevertheless likely to remain exceptionally high both of this decade is to be achieved.

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Consumer prices in the OECD area are likely to rise by about 8 per cent. this year, followed by a rather lower rate in 1977, even though the Institute foresees further substantial increases in petroleum prices.

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# “Increase in rates of Reversionary Bonus.”

## STATEMENT BY THE CHAIRMAN, MR. T. N. RISK.

To be presented to the Annual General Meeting on 16th March 1976.

### RETIRING DIRECTORS

Before turning to a review of the past year I must pay tribute to two members of our Head Office Board, now retired, Sir William Watson and Mr. W. A. Arbuckle. Sir William joined the Board in 1941 and was Chairman from 1966 to 1969. With his shrewd and questioning mind, and his wide experience, he contributed greatly to our discussions. Mr. W. A. Arbuckle was elected to our Canadian Board in 1952 and became its Chairman in 1958, a post which he held until the end of last year. It would be impossible to overstate the contribution he has made to our affairs in Canada by the close personal interest he has taken in our business there and by the way in which, without stint, he put his great financial knowledge and experience at our disposal. It was at once due to the growth of our Canadian business, and a tribute to his leadership, that in 1961 we felt that our Canadian Chairman should be a member of the Head Office Board. I am glad to say that Mr. Arbuckle is remaining a member of the Canadian Board and our Canadian organisation will continue to benefit from his sage counsel. We shall miss him in Edinburgh, but we welcome Mr. Lucien Rolland who has succeeded to the chairmanship in Canada and who therefore joins us in Mr. Arbuckle's place.

### ECONOMIC OUTLOOK

The problems which dominated my annual review a year ago are still with us. There are welcome signs that the steps which our Government are belatedly taking to counter inflation are having some effect, though at a cost to the living standards of many. As unemployment continues to increase, the battle against inflation will become more difficult and unpopular but failure would be disastrous for all. Life assurance companies are peculiarly vulnerable to inflation since the terms on which their contracts have been made are fixed and cannot be adjusted to allow for increased costs. Further, long term contracts demand stability in the value of the currency in which they are expressed, if policyholders are not to be cheated of their reasonable expectations. We are solidly behind the Government in their intention to restore credibility to our currency.

### INVESTMENT CONDITIONS

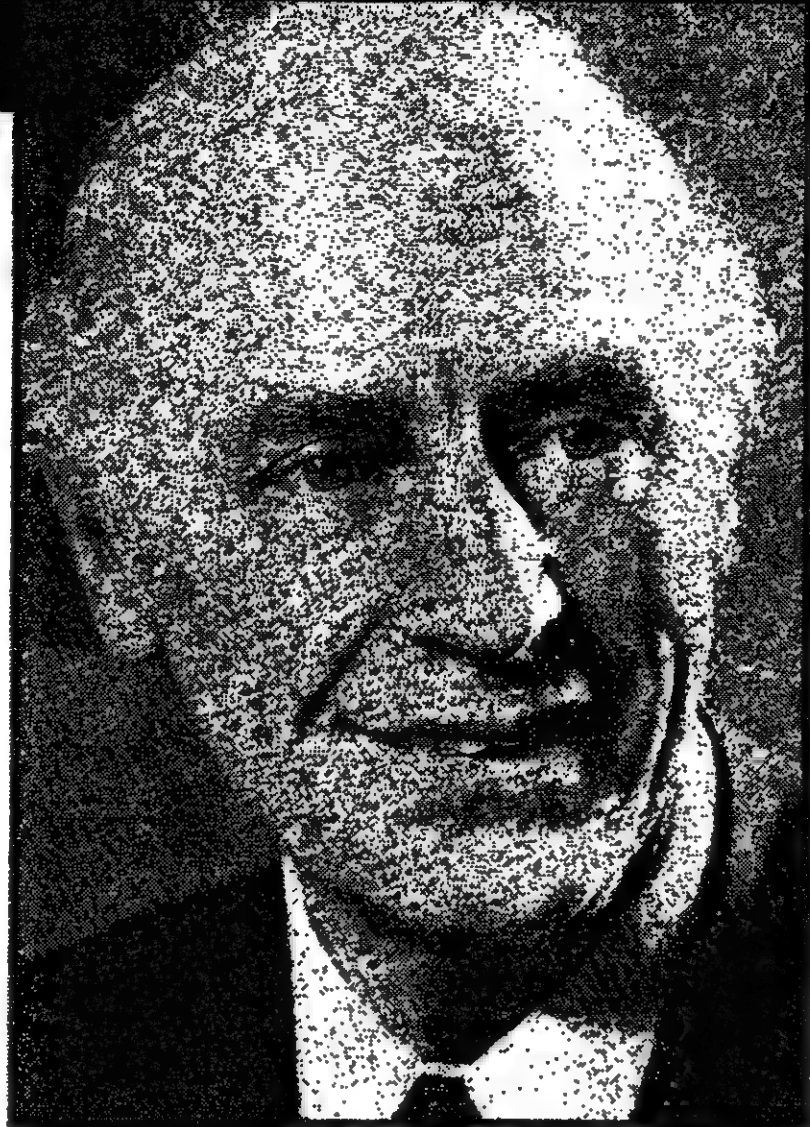
During the year we saw a remarkable reversal of the gloom which prevailed towards the end of 1974. The change in market levels during the year added approximately £200m. to the value of the assets shown in our accounts a year ago. We judge the value of our assets by the security of the capital and the income they produce and not by their market value at a particular moment. Our judgments are naturally less volatile than those of the market; this approach brought us reassurance when we contemplated the fall in market values at the end of last year but, per contra, we must guard against undue elation at the recovery. I shall have further observations to make on this subject when I come to discuss the results of our actuarial valuation. One reason which must temper our enthusiasm at the market's recovery is that the rewards to be derived from investment in industry do not appear to have improved in line with changes in share prices, and this is bound to cast some doubt on the attractiveness of U.K. ordinary shares as an investment at present.

There has been much, and largely ill-informed, criticism in recent months that the investing institutions have not adequately provided finance for industry. I am not persuaded that this claim has any foundation in fact. It is true that industry has invested less than might be thought healthy, but this is a direct consequence of a series of factors beyond the control of industry or indeed of the investing institutions. Management sees on the one hand ample evidence of worker resistance to the introduction of new and more efficient manufacturing processes, and on the other the erosion of profits brought about by continually increasing costs and price controls on the finished product. Uncertainty as to the Government's aims and policies does not breed confidence and the extent of the Government's own borrowings has increased the cost of raising new capital to a prohibitive level when compared with the profits likely to be derived from its investment. This is the crux of a problem which will not be solved by tinkering with symptoms or setting up any elaborate organisation which will not in itself tap any new source of funds for equity investment. A reduction in Government borrowing and a recognition that the life blood of commerce and industry is net profits out of which further investment can be financed are essential.

### LEGISLATION

The year has seen no reduction in the volume of legislation which directly or indirectly affects our business and materially adds to our operating costs. Our policyholders are paying heavily for the abuse by a comparatively small sector of the market of the taxation privileges accorded to life assurance companies. One cannot wonder that the authorities have felt driven to take action; the pity is that in blocking the loopholes they often interfere with utterly blameless transactions to the detriment of the innocent. It is, for example, incredible, but true, that one of our staple contracts, the with profit whole life policy by uniform annual premiums which we have been selling for over 150 years should now at younger ages fall foul of the new regulations governing what contracts are eligible for life assurance premium relief.

Apart from the direct administrative cost of complying with ever more complicated rules there is a hidden and insidious growth in the costs our policyholders are being called upon to bear as a result of various legislative enactments which have as their object the protection



of the consumer. Unfortunately, in the context of our business, such protection is likely to benefit only a minority and for the majority the price at which it is purchased may be high. The Consumer Credit Act 1974, for example, if it is administered as we have been informed, will, by its complications, make it uneconomic to continue to grant loans on security of our policies as an automatic right. Such loans have long been one of the cheapest sources of credit available and so in the apparent interest of a small number of consumers all future policyholders will be deprived of a valuable right.

A further example is the Policyholders Protection Act which reached the Statute Book during the year. This unsatisfactory Act did not add to the funds available to meet the claims of policyholders as a whole. Its limited purpose was to ensure that the losses of the minority who through ill-luck, cupidity, or bad advice had entrusted their savings to unsound companies, would be shared by the larger number of policyholders of more prudently managed companies. However, recent events seem to have denied it even this modest measure of success and it is sadly apparent that if the Department of Trade had instead used the extensive powers they already possess to amend the obsolete regulations governing the winding up of life insurance companies, it is likely that some of the unfortunate minority would by now have received some payments under their policies and that unnecessary delay and expense would have been avoided.

### NATIONAL PENSIONS

The Social Security Pensions Act 1975 is now on the Statute Book and employers are faced with the decision whether or not to join the government scheme or to provide equivalent benefits under their own occupational schemes. The choice is not easy, and cannot be based purely on immediate comparisons of cost. The future is too uncertain for that. In times of high inflation the cost of providing pensions which are linked to final salaries can be frightening. There is no investment medium available whose return can be relied on to keep pace with rates of inflation at the levels we have been experiencing. It is certain that, if inflationary tendencies continue unabated the holders of pensions which are, like those of the government scheme, misleadingly described as "inflation-proofed" will be due for a bitter disappointment when the bill is eventually presented and national resources are insufficient, as they will be, to meet it.

The Government has repeatedly stated its desire to encourage good occupational pension schemes, and the Department of Health and Social Security has shown itself sympathetic to the representations which the pensions industry has made on the need to find some means of limiting the liability to revalue accrued pension rights of employees who leave before pension age. The open-ended nature of this commitment was undoubtedly inhibiting decision and the introduction of new occupational schemes. The announcement made in mid-February that one of the solutions for which the industry had pressed was to be adopted was therefore most welcome.

The way is not, however, entirely clear. The Government have decided that, with minor exceptions, the cost of new or improved pension schemes must count against the £6 maximum allowable increase in wages. This does not make for good pensions planning. We have reluctantly accepted this decision on the grounds that the fight against inflation must have absolute priority, but we must hope for an early relaxation.

### CANADA

Last October a new chapter was opened in Canada when the Federal Government abruptly reversed its stance of only a few months previously and introduced a programme of economic restraint including wage and price controls and monetary and fiscal tightness. The Canadian economy has in fact experienced only a mild recession but export markets were weak, inflation persisted at about the 11 per cent level, inflationary expectations were worsening and there was an alarming increase in wage demands during the year. Our Canadian colleagues naturally feel that it is much too early to make any prediction of the results of this new programme. While there is a general expectation that it will go some way to control and even to reduce inflation, there is also an atmosphere of great uncertainty while labour leaders organise themselves in opposition to the programme and leaders in business and industry try to see the way ahead amid the enormous complexity of the regulations for the implementation of wage and price controls.

Our business in Canada is largely weighted on the side of pensions and annuities and as might be expected in a period of inflation there was a continuation of the growth in our liabilities for annuity and pension business and the assets covering them. On the life assurance side of our business, progress was minimal during 1975 largely because of the difficulties experienced in adding to the number of men representing the Company in the field. This and a general strengthening of our field organisation is a major project for the next few years.

The Company's reputation in Canada is high and is continually maintained by the excellence of the results of its with profits policies and of the investment return on its funds of which there can be no better evidence than the growth of the volume of money committed to us for investment management which now amounts to about \$300m. at market value.

### VALUATION RESULTS

As mentioned earlier the market value of our assets is now such that the provision of £250m., transferred in 1974 to the Investment Reserve, is no longer fully required. Other things being equal we should not normally expect to see the value of our "long-term insurance funds" fluctuating from year to year with changes in market conditions. We must, as their name suggests, take a longer and more dispassionate view. As compared with 1974, however, other things are not equal. So far the Government's counter-inflationary policy appears to be working, and rates of interest are reflecting this by their continued downward trend.

The main source of our strength, and our ability to meet with success the strains we were put to last year lies in the margin which we have always maintained between the rate of interest we actually earn on our funds and the rates which the actuaries assume will be earned when making their calculations. The changed conditions, and the feeling that the rates of interest ruling at the end of last year were surely abnormal, have led them to feel that the rates assumed in the valuation of our liabilities should be reduced so as to preserve the strength of our valuation basis. We have therefore taken credit for £150m. of the appreciation which has occurred in the value of our assets and we have applied virtually the whole of this sum to meeting the cost of the alteration in the basis on which our liabilities have been valued.

The high rates of interest available have increased the revenue surplus available for distribution, both here and in Canada, and have permitted a modest, but significant, increase in our rates of reversionary bonus. The drop in the rates of interest assumed in our valuation allows us to put a higher value on the future income expected to be derived from our equity portfolio than in 1974 and this has resulted in an increase in our rates of terminal bonus. For twenty-five years, now, the "Economist" has compiled tables comparing the claim values of policies effected at a fixed premium with different companies. We have been consistently among the leaders in these comparisons and I believe that the current declaration will enable us to maintain a record which is equalled by few and surpassed by none.

### STAFF

I must first refer to the retirement of our Pensions Manager Mr. T. W. N. McCallum. His experience in the company was wide-ranging, and he was an acknowledged expert in his subject. He was a devoted servant and his many friends and colleagues will miss him. In South Region too age has taken its toll. Mr. H. W. McLellan, Regional Manager, Mr. A. H. Johnston, Regional Pensions Manager, and Mr. Stanley White, Regional Agency Manager, have all joined the ranks of our pensioners. Each in his own way has made an immense contribution to our success in a challenging and competitive market and has left his successor with an organisation well fitted to meet these demands. These four men have earned their retirement, and we wish them well.

The new business figures contained in the Directors' Report show that we have more than maintained our share of the market and are a tribute to the energy and knowledge of our sales staff. Success on this scale brings its problems and our administrative staff have responded to these with enthusiasm and have maintained the standard of service without which the sales staff would labour in vain. It is worthy of note that all this has been achieved with no increase in the numbers of our staff. I am very grateful to them all.

# Standard Life

The largest mutual life assurance company in the European Community.

Head Office: 3 George Street, Edinburgh.



## INTERNATIONAL COMPANY NEWS + EURO MARKETS

Wardley  
clue to  
HK Bank  
profits

By Philip Bowring  
HONG KONG, March 9.  
A SUBSTANTIAL clue emerged today as to why the consolidated profits of the Hongkong and Shanghai Bank for 1975 are expected to show a much smaller increase than the unconsolidated version. (Last month the bank announced unconsolidated profits up 12 per cent. to HK\$312m, but said the consolidated figure would be up by only about 9 per cent.)

The clue lies in the annual report of Wardley, the wholly owned merchant banking subsidiary of the HK Bank. Its attributable profits last year grew to HK\$23.4m, compared with a mere \$532,000 in 1974 when various problems were encountered. HK\$20m, or four-fifths of Wardley's profits have been paid out in dividend to the bank.

Thus Wardley accounts for 60 per cent. of the HK\$34m. HK Bank unconsolidated profit increase last year, and the high payout lowers the rate of increase in the bank's consolidated profits, relative to the unconsolidated version.

Wardley's result was despite the fact that its principal subsidiary, Wayfong Finance, a finance company, was sold back to the parent during last year. Meanwhile Wardley has benefited from the big upsurge in corporate affairs activity last year, mostly in the second half, and in loan syndications, including managing a U.S.\$350m loan for the vendor, and a HK\$500m loan for the HK Mass Transit Railway.

**Banque  
Canadienne  
assets growth**  
Financial Times Reporter  
TOTAL ASSETS of Banque Canadienne Nationale, the sixth largest of the Canadian chartered banks, topped the \$30m. mark for the first time during the first three months of its current financial year. At January 31, 1976 its assets totalled \$5,224,268,000, an increase of 18 per cent. over the 1975 first quarter figure of \$4,437,237,000. BNC recently inaugurated its London representative office at 27-29, Old Jewry, E.C.2.

Profits after tax for the quarter were 17 per cent. up at \$6,084,346 compared with \$5,189,908 for the same period last year.

BCN President Germain Perreault in his report to the shareholders noted that this growth in profits was largely attributable to a 2.5 per cent. increase in loans volume during the past year.

International transactions accounted for more than 51 per cent. of assets growth, with BNC from securities notes increasing by more than 83 per cent. during the past year.

Mr. Perreault also said that the new BNC stock issue, which terminated on February 20, was highly successful and would permit the BNC to continue to expand and improve its revenue base.

Total revenue for the three months under review was \$117,762,274, showing an increase of \$9,298,488 over the corresponding period of 1975. Income from securities was \$14,532,520 in this year's opening quarter, compared with \$16,028,898 in the comparable 1975 period. Income from loans was \$96,334,577, an increase from last year's \$85,618,463. Other operating revenue totalled \$7,994,977, compared with \$7,159,464 for the first quarter in 1975.

Dividend payments to shareholders for this year's first quarter were \$1,890,000, against \$1,750,000 a year ago.

LKAB earnings fall with  
new depreciation estimate

BY WILLIAM DULLFORCE

STOCKHOLM, March 9.

PRE-TAX earnings for LKAB, Sweden's state-owned mining company, fell from Kr.128m. in 1974 to Kr.37m. (€4.35m.) last year, according to the preliminary report for the year.

Although ore prices rose by an average of 40 per cent. during 1975, parent company sales dropped from Kr.1.84bn. to Kr.1.3bn. (€121m.) following the collapse in demand from the West European steelmakers.

Without inventory gains of Kr.37m. (€3.5m.), the group would have shown a loss. On the other hand the pre-tax figure is struck for the first time after depreciation based on replacement cost, amounting to Kr.324m. (€16.6m.) for the year.

Depreciation would have been only Kr.247m., had LKAB followed its earlier accounting practices.

The results are in fact slightly better than that forecast in the eight-month interim report, which indicated a final pre-tax profit of around Kr.175m. after depreciation calculated on the old basis.

The switch to cost-calculated depreciation is interesting in that LKAB is a wholly-owned state company and the new book-keeping practices will reduce both the dividend and the taxes payable to the state.

The preliminary report offers no predictions for 1976 and negotiations on ore prices have not yet been finished. The report is equally silent about LKAB's cash problems. In December, the financial director Mr. Arne Henrikson stated that the group's liquid assets had fallen by some Kr.500m. over the year.

Group investments during the year were Kr.364m., compared with Kr.280m. in 1974. Expenditure on prospecting rose from Kr.107m. to Kr.195m.

Ore deliveries fell sharply to 20.7m. tonnes from the 31.2m. tonnes achieved in 1974, while production at the parent company mines declined by only 4.5m. tonnes to 25.5m. tonnes.

Ore stocks rose during the year by 5.5m. tonnes, of which 1.1m. tonnes were held on the Continent at the end of the year.

Earnings had to improve, Mr. Henrikson said. In effect 1975 earnings after cost-calculated depreciation are given as 1.3 per cent. of capital employed as compared with 3.6 per cent. in the previous year.

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The results are in fact slightly better than that forecast in the eight-month interim report, which indicated a final pre-tax profit of around Kr.175m. after depreciation calculated on the old basis.

The switch to cost-calculated depreciation is interesting in that LKAB is a wholly-owned state company and the new book-keeping practices will reduce both the dividend and the taxes payable to the state.

The preliminary report offers no predictions for 1976 and negotiations on ore prices have not yet been finished. The report is equally silent about LKAB's cash problems. In December, the financial director Mr. Arne Henrikson stated that the group's liquid assets had fallen by some Kr.500m. over the year.

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## FRENCH WATCH-MAKERS

## Plan behind the Lip rescue

BY ROBERT MAUTHNER

THE MASSIVE rescue operation launched last month by the French government, private industry and some of the major banks to save Lip, the country's biggest watch-maker, is more than just another attempt to prop up France's most notorious "duck" company. It is part of a general plan to enable the French watch-making industry as a whole, badly shaken by the world recession and Swiss-American and Japanese competition, to survive in a market which is increasingly oriented towards the new electronic quartz watches.

Lip, of course, is a special case. Not only is it the French standard-bearer at home and abroad, but it has a unique place in French social history. The saga three years ago, when the Lip workers occupied the premises of their company, which had been declared bankrupt, and sold its products directly to the public is still fresh in the French people's minds. If Lip had been allowed to die as the result of its latest financial difficulties, this would have been widely interpreted as a serious setback for the French watch-making industry as a whole, to say nothing of the nationwide labour troubles it might have provoked.

Although M. Claude Neuschwander, the young advertising executive appointed in 1974 as managing director of a new Lip company, has been made the scapegoat for all its subsequent troubles by the major French industrial groups and banks who are Lip's main shareholders, it is only fair to note that the general economic climate was hardly propitious for a successful rescue operation.

**A big risk**  
Under the best of conditions, Lip was not expected to do more than break even in 1975 and 1976. It did, after all, have nearly Frs.8m. (€9.9m.) of old debts to pay off in 1974 and 1975 and that was a burden which even a healthy company with booming markets would have found difficult to bear.

The recession therefore came at an even worse time for Lip soft loan agency.

Now that its immediate cash requirements have been met, it is up to Lip to prove that it can target set by M. Neuschwander. keep its head above water in

himself, and losses last year are estimated to have amounted to Frs.10m. (€11.9m.) and Frs.5m. (€5.9m.) following a Frs.13m. (€14.9m.) deficit in 1974. At the same time, stocks of components reached what was widely considered to be an extremely high level.

Whatever the extenuating circumstances, M. Neuschwander himself, and losses last year are estimated to have amounted to Frs.10m. (€11.9m.) and Frs.5m. (€5.9m.) following a Frs.13m. (€14.9m.) deficit in 1974. At the same time, stocks of components reached what was widely considered to be an extremely high level.

Lip is taking a big risk. In spite of the liproads made into the world's markets by cheap watches produced by U.S. and Japanese firms, the French company continues to put its faith in quality and design. It has employed a number of world famous industrial designers to produce a highly original range of both conventional and electronic watches which, thanks mainly to the dynamic sales campaign initiated by M. Neuschwander, have helped to push up exports to about Frs.1m. in 1975. In the first two months of 1976, exports already amounted to 25 per cent. of last year's total figure. And the target for this year is 50 per cent. of total planned production of 500,000 watches should be exported.

Overseas outlets have expanded even during the two lean years since Lip rose from its ashes. The Middle East, particularly the Gulf, Saudi Arabia and Libya, Japan, Hong Kong, Singapore and Malaysia have been added to traditional markets in West Germany, Italy and Holland. In the U.S., Lip watches are being sold for the first time under the company's brand name by such well-known stores as Bloomingdale's in New York and it is hoped before long will take between 8,000 and 10,000 watches this year.

However, the big question-mark hanging over Lip's future, and that of the French watch-making industry as a whole, is whether it will be able to meet the challenge of the new quartz age, given current estimates that production of quartz watches will amount to nearly 30 per cent. of the total world output of some 300m. watches by 1980. The field is currently dominated by American and Japanese manufacturers and Lip itself is planning to devote more than 10 to 20 per cent. of its total production to quartz watches by 1976.

The problem facing the watch-makers concerned in the French Jura region, many of them suppliers of components to the Swiss watch-making industry, is even greater. They do not have either the capacity or the tech-

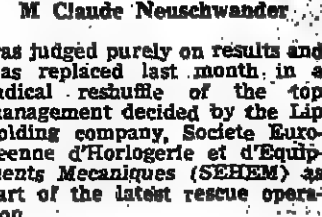
nological know-how to produce electronic watches which, like the traditional watches, are condemned to death or left to fester for themselves. Indeed, it may well be asked whether the manufacture of fully electronic watches falls within the scope of the traditional watch-making industry at all.

**State aid**  
For the moment, the attitude of the authorities and the industry is that it does, though this is based on the arguable assumption that there will be a continued demand for conventional watches even in the long run. To help the industry to keep abreast of technological progress an organisation called Montrelec was created in 1971 by the main watch-making companies, including Lip, through which State aid to finance the development of electronic watches is channelled. A second company which, like Montrelec, will be able to obtain long-term loans from the State, is being set up by a number of companies including CSF, a Thomson subsidiary, to manufacture electronic components such as printed circuits, trimmers and liquid crystal displays.

Lip is planning to set up a third company, Quartzelec, to meet its own special needs and which will also receive indirect Government financial aid.

For the moment, however, the French quartz watch-making industry still remains almost entirely dependent on foreign imports of integrated circuits, which are one of the essential components of electronic time-pieces. Outside the U.S. and Japan, only one manufacturer, Burndy, near Munich, originally a subsidiary of the U.S. company, Interall, which has recently been taken over by the West German alarm clock manufacturer Diehl with State aid, produces quartz watches.

The French watch-making industry faces a hazardous future. It is on the brink of a radical reorganisation and will become increasingly dependent on public funds to enable it to remain in business. Lip's ability to come to terms with the technological revolution will be an important test case. But even if it manages to do so, it is hard to see how the hundreds of other small watch-makers will be able to survive in their present form.



M. Claude Neuschwander

was judged purely on results and was replaced last month in a radical reshuffle of the top management decided by the Lip holding company, Societe Europeenne d'Horlogerie et de Bijouterie (SEBEM) as part of the latest rescue operation.

Under this plan, SEBEM, grouping such major companies as Rhone-Poulenc, BSN-Gervais, Danone and the nationalised banks, have agreed to subscribe to an increase of Frs.5m. in the capital of Lip, while the banks will provide a further Frs.5m. in short-term credits. The Government, for its part, has undertaken to grant a Frs.1m. long-term loan to the Economic and Social Development Fund, the State soft loan agency.

Now that its immediate cash requirements have been met, it is up to Lip to prove that it can target set by M. Neuschwander. keep its head above water in

## Net profits expansion at CSM

BY MICHAEL VAN OS

AMSTERDAM, March 9.

CSM, one of the two Dutch sugar producers, saw its net profit rise to Frs.17.1m. (€19.1m.) in 1975 from Frs.14.3m. (€16.3m.) the previous year. Profits before depreciation and taxes were up at Frs.50.2m. (€56.2m.).

The company's annual report, published here today, shows that when the total Frs.426.4m. (€476.4m.) CSM's dividend has been set at Frs.2.30 (€2.55) it is added that the 10 per cent. bonus payment, which becomes available from March 16, is also entitled to this dividend.

Partly as a result of increased production, wage costs rose to Frs.58.8m. (€64.8m.). Cash flow per share amounted to Frs.23.00 (€25.00), and the net profit to Frs.10.10 (€11.10).

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Wednesday March 10 1976

The explosive growth of the calculators market is a phenomenon of this decade. The upshot is a proliferation of models in most ranges and some rugged competition as new entrants bid for a share. Prices are keen, and margins are under pressure.

LY more than a year ago observers were predicting continued boom but a lot of departures from the labor market because of overpopulation in strength of many names in semi-conductors. Their financial strength and technical abilities, reckoned, would enable them to make mincemeat of the specialist groups, however established, because they were principally of Paris and assembly

The market has presented such novel phenomena since it mushroomed suddenly at the turn of the decade that most of the pundits have been confounded and, while \$10 at one time was believed to be the rock-bottom price possible,

Now while some sources say the world market is tending to level out at a little over the



Insofar as Sinclair is concerned, the Oxford range, outcome of the unsuccessful courtship with the giant Gillette

Of course there is some penalty of inflexibility to be paid but the latest improvements in electronic engineering have

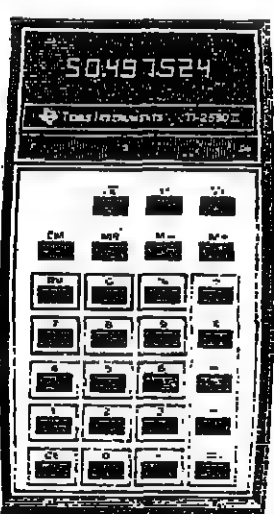
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# European industry fights hard

WHETHER the Europeans? All house manufacture), plus styl- least they have confined their own output to a few product areas, and have filled out their design awards. As the semiconductor giants moved into the market, Sinclair toughened his control of finances and product quality, and a year ago, increased output just when the conductor manufacturers to Americans were cutting theirs. But his hopes that prices would not fall much further than a year ago on "basic" machines were dashed (see the previous article), and some of the new "Oxford" models were less successful than hoped.

The end-result was that company sales (in the financial year to April) have fallen back to £8m, and profits have disappeared. This may be a better performance than either Texas Instruments or Rockwell, whose calculator divisions lost heavily last year, but Sinclair is far less able to weather a rocky period in financial terms.

Clive Sinclair says he and his management team have not yet decided whether to compete head-on at the bottom of the market. Prudence, and the hope of getting the business onto a steady footing again, must counsel against such a risky move.

To build on his market image for innovation and to build up a reputation for unparalleled quality would seem the best approach. A slim, stylish "pocket-book" type of case style may be launched in the spring, and Mr. Sinclair is one of those who are convinced that "grading-up" from basic to more complex functions will work in the market place (see previous article). Some support, though not conclusive, is lent to this thesis by the fact that half his company's calculator sales are currently "scientific," in either the Cambridge or Oxford ranges.

## Weakness

The relative weakness of the European industry is illustrated by estimates of last year's import penetration: over two-thirds of the total market in the U.K., and as much as 90 per cent. of the premium market. West Germany (in spite of the fact that it has by far the largest number of manufacturers/assemblers of any European country). The last two years have seen the departure of a host of lesser-known European names, and the best-known of all, Sinclair, has taken a battering—especially in the export markets but also at home—largely because his bottom-end machines have become uncompetitive.

But it is not all gloom. The most dramatic success story of the past two years has been the Canadian-owned CBM (Commodore Business Machines), which started manufacture at Eaglescliffe, Co. Durham, in mid-1974.

In Germany, too, the last two years have seen the growth of at least three companies, Interton (now shifting assembly to Ireland), Aristo and Faber-Castell. Which all goes to show that cost-control, marketing flair, and the old European policy of finding market "niches" can still be successful even if production is not integrated. But there is no denying that the toughening of competition is forcing some of the established names to conduct a thorough re-think of their survival strategy.

Sinclair provides the clearest example. A year ago, it was rising monthly throughput (all sub-contracted to outside firms) to an annual rate of 1.2m, compared with under 480,000 in September 1974 and 380,000 in March 1975, and was talking of rising it to an annual 1.8m. But a rash mid-year change of plan brought the total 1975 output down to about 750,000, and it is now running slightly below his, though Clive Sinclair expects a steady increase as the year progresses.

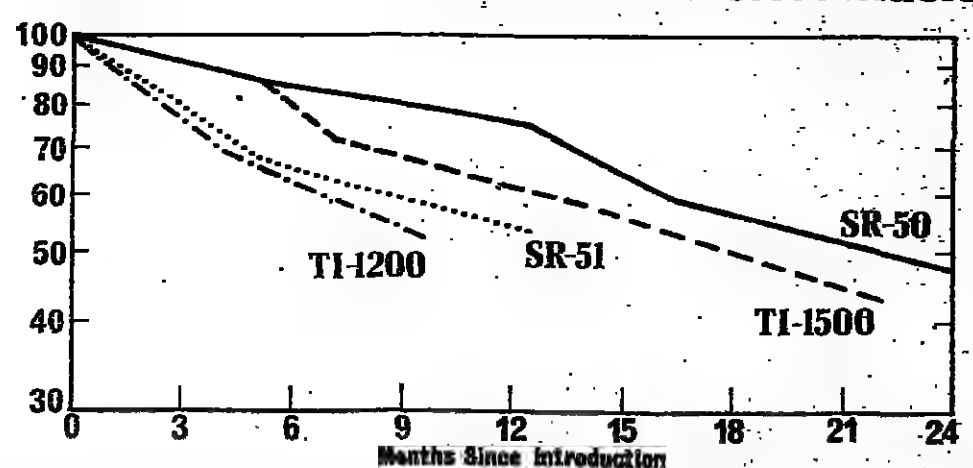
The company's success was built on a combination of technical innovation (including crucially at the start, control of chip design—though not in-

Two more recent additions to the list of German manufacturers, Aristo and Faber-Castell, are following an even more specialised policy towards retail outlets. Both traditional makers of slide rules, and now naturally facing the prospect of their business being taken over by the "electronic slide-rule," they are concentrating marketing on their traditional outlets, the stationery shops.

But the most notable recent entrant to European manufacture, and the one which epitomises the way in which high-volume assembly of a wide

range of calculators can be profitable even in high-cost Europe, is CBM. Eaglescliffe is now on a par in terms of size with the company's plant in Osaka, Japan, and is larger than the one at Palo Alto, California. Out of a worldwide total of about 5m. machines, Europe accounts for about two-thirds of total corporate sales, (on the West Coast of the U.S.);

Selected TI Calculator Price Histories Index



second, the efficiency of assembly; and third, its marketing drive.

But, like Sinclair, its task is being made unnecessarily hard by European tariff regulations and by the way certain clauses are being interpreted by the customs. Presumably in order to stimulate the European semiconductor industry, the duty on integrated circuits and light-emitting diodes (LEDs for displays) was set at 17.6 per cent, compared with only 12.7 per cent. for complete calculators.

Instead of encouraging European assembly, the failure of all but a handful of indigenous semiconductor makers to produce adequate components of either type has had the reverse effect.

## Complete

The problem has been compounded by the fact that certain countries—including some of the main calculator assembly areas such as Korea, Hong Kong, Singapore, Taiwan, and the Philippines—were accorded complete exemption from duty on completed calculators, within certain quotas. Pressure from British manufacturers last year prompted the EEC, and the

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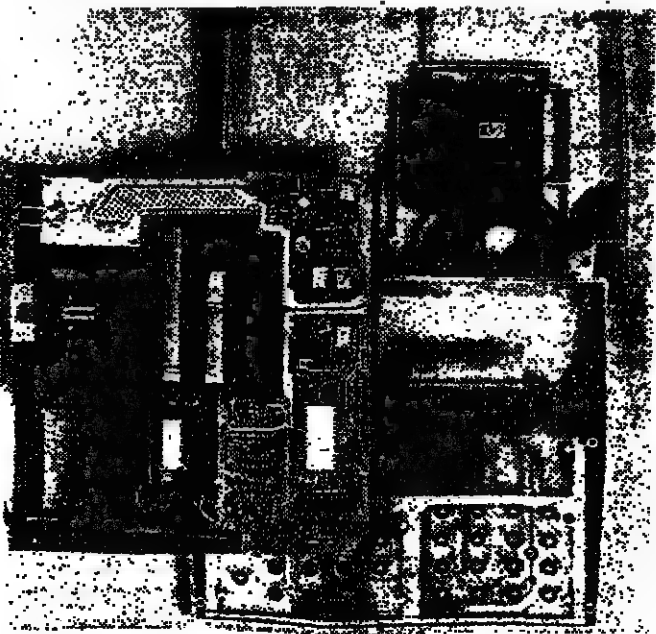
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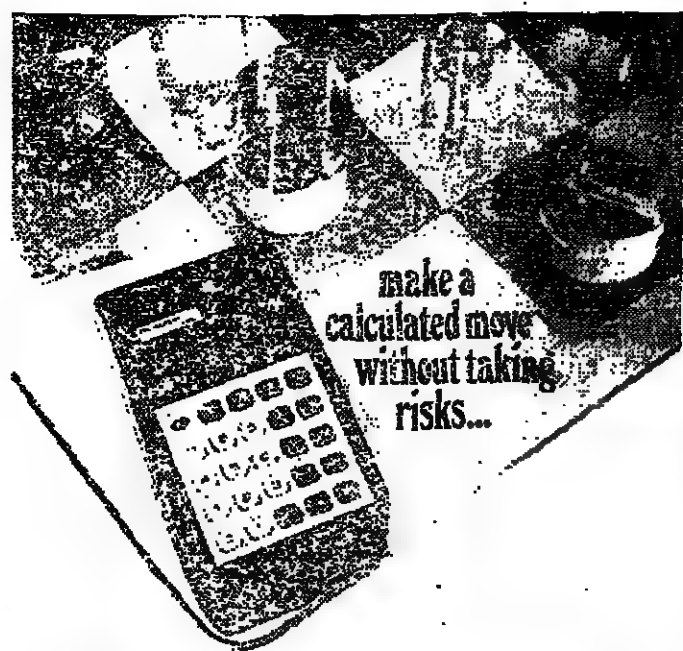


Interior of battery-powered HP-91 portable scientific printing calculator.



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A RECENTLY conducted U.S. market survey of the hand-held group of calculators suggests that what users want principally is floating point, memory, rechargeable batteries, a percent key, constant and last number or last entry clear key—in that order.

This is absolutely in line with recommendations listed in a three-four year old paperback written to teach potential users how to use these machines for a variety of purposes including education and purposes via car maintenance and leisure pursuits.

The same survey rather surprisingly showed that average price paid in 1975 was \$65 against \$135 in the preceding year, both of which prices appear inordinately high even allowing for the Atlantic price gap—but since some school children are buying £30 machines it is possible that they are about correct, also remembering that they are lumped together with £4,000/£5,000 units.

It seems quite obvious that a number of other factors must be added to the above, the first of which is ease of use. Key design and spacing is of crucial importance. Many keys, though they have good and positive action, are too closely spaced for comfort or accuracy. So the manufacturer is facing the dilemma of having large dual function keys well spaced or a mass of single function keys which nevertheless improve accuracy and speed.

Reliability is absolutely vital, and though it has improved as the internal layout of the equipment has been simplified through putting many more functions into a single circuit chip, it is still not high enough. The same analysis reports a 6 per cent. returns against 12 per cent. in 1975 which is in sharp contrast to the figures from Dixon's showing below 1 per cent. returns involving Far Eastern manufacturers.

Legibility of the display is a neglected factor but if the industry is to open up the last really big market, the schools, it too must be carefully considered. The calculator handbook, sponsored incidentally by Bowmar which has fallen by the wayside in the fierce battle for markets, does a good job to the adult by depicting the fiendish difficulties of arithmetic by long hand contrasted with the "fun" aspect of "watching the illuminated digits flashing across the display."

It is not surprising that many educationists are already regarding the advance of the calculator as one of the worst threats yet to the tottering numeracy.

in Britain's schools where, this year, many of the 3m. or so machines expected to be sold this year will find their way.

Most parents reading this will agree that such abilities as mental arithmetic are not being fostered, and while there is little "fun" to be gained out of long-hand extraction of square and cube roots, there is no gain-saying that the educationists have good reasons to fear an over-enthusiastic reception of calculators by some teaching staff who could well see in them salvation from the drudgery of hammering home certain calculating techniques.

They—the educationists—have no illusions as to whether or not the problem will present itself. The only question is, when? It is already clear from the observations of the equipment distributors that school goesers know they can save themselves a great deal of homework time by using a simple scientific machine to do their trigonometry, and gallop through long table jobs that would have taken hours with printed tables.

## Rethink

There is a clear need now to rethink maths in function of training children to use calculators and computers effectively, even though the capabilities of both groups of equipment are changing so quickly. And the rethink must be along the lines of the most effective use and a progressive understanding of how the equipment works. Otherwise there is a real science fiction danger that conversational keyboards programmed in a teaching mode will turn more and more people into automatic button pushers with no reliable mental resources if anything goes wrong.

This is not always the case.

when new forms of data handling are introduced and it would be quite wrong to assert, this since it is clear that most of the key punch operators who go over to display and keyboard data capture work enthusiastically welcome the change. But there are sinister overtones to many of the developments in automation, particularly those clearly intended to make up for the general decline in educational standards: sinister in that the people working with such equipment will never learn anything from it at all since it is intended to instruct but not teach.

Perhaps it is as well to limit targets and not expect Education and Science to do more than alert its upper echelons in

education to the fact that the problem is pending. In that case it would appear that we collectively are lost since the educational apparatus—for want of a better word—is already in a turmoil so grave that the outcome is a matter for conjecture.

## Challenge

A minor point such as a challenge to numeracy at a time when numeracy is becoming the essential ingredient in the training of the civil, mechanical, chemical and computer engineers on which the future of Europe so largely depends, appears to have had little effect.

All this takes one a long way

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Permitted use of calculators by students at Scaunsea University. (Photo: Ltd.)

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## Maintenance

The big desk-top machines, do, however, represent a totally different product needing a trained sales staff and fast back-up in case of a breakdown. This is becoming less likely all the time as electronic engineering technology continues to progress by leaps and bounds and builders move to the use of large-scale integrated circuits and microcomputers on a single silicon chip, grouping them on function boards easy to replace. This brings much nearer the day of user maintenance.

But since manufacturers are using all the components of computers, as well as computers themselves, it is becoming impossible to draw a line that will leave computers on the one side and calculators on the other. A top-of-the-range calculator uses fast cycling, semi-conductor memory, fast on-line data storage and peripherals that include data input from several media. They can handle a range of printing, display and graphical outputs with all the appearances of simultaneity because their internal operations are so fast. Lastly, they can be equipped with transmission interfaces to work to large-scale computers. In effect, they are more "intelligent" than many intelligent terminals.

In some ways such equipment could be considered a fresh burden on the curriculum for business and scientific training. A handbook is not enough to teach a user how to get the best out of a machine and specialist operators are becoming increasingly expensive.

Because of this problem, appropriate courses are being set-up at centres such as Abingdon College which has a tradition of teaching machine accounting as part of a business studies qualification. At the moment, work is centred on the use of an advanced calculator to simulate the accounting process—normally run on a large general purpose computer—in teaching principles of computer-based administration.

Turning from business to scientific applications for a moment, it is significant to recall that some years ago Hewlett-Packard—already known for the excellence of its small scientific machines—sent a thrill of real excitement through the ranks of users with its HP-65. This is a hand-held machine with many maths functions, able to take instructions from a tiny magnetic program strip containing up to 100 programming steps. These can be prepared by the user or drawn from a continuously expanding library of engineering, scientific and mathematical routines to speed operation; there are five user-defined keys which indicate starting points for various programs.

## Fourth

Almost a tiny computer, the HP-65 was one of several steps the company has taken towards the final sophistication of the latest member of its desk-top 9800 series: the 9825A, brought out in January as fourth in the series and called deliberately the "conversational" calculator. Briefly, its characteristics include a display, thermal printer, typewriter-like keyboard, tape cartridge slot, three input-output channels and four slots for read-only memories. It can be used to compute or to control a whole instrumented system for industrial and scientific applications.

A "live" keyboard means that calculation in other fields can be carried out while a program is running and the language used to program it is one which provides a great deal of "hand-

holding" to prevent errors while being easy to learn.

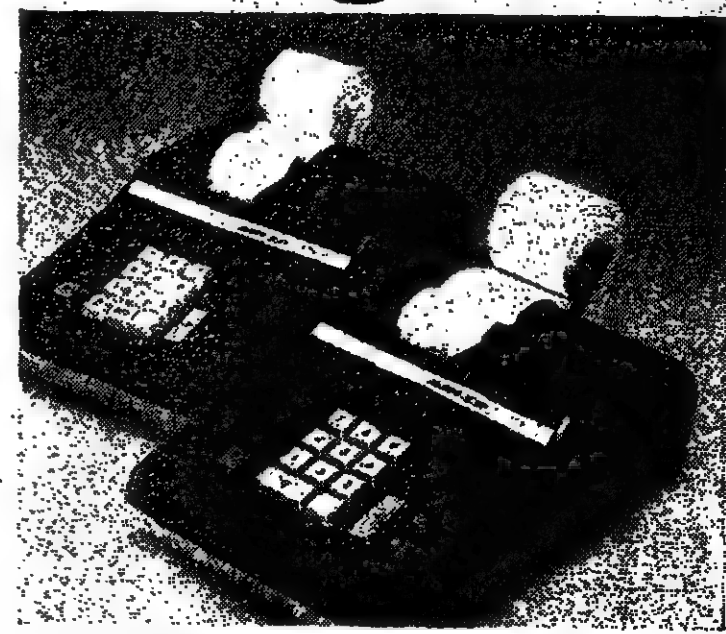
Standard memory is 6,944 bytes expandable to 31,320 and the cartridge used is a high density one with capacity of 250,000 bytes. Printer speed is 190 lines a minute with up to 18 characters per line.

The unit is about a tenfold advance in power on its predecessor and has been engineered around circuitry made by Hewlett-Packard itself following a process not yet available as standard from the component builders.

One inference to be drawn from the details of this equipment is that to compete on the fringe of computing, designers have to draw on the most advanced technologies. Another is the simplicity of command and control calculator layout permits. Actual running costs are negligible and a unit such as this, even with a number of peripherals such as plotter and extra storage, could be purchased for a comparatively few months of scientific time-sharing computer terminal rental.

The same could be for the advanced other manufacturers and Wang among only question which ask is whether—since the makers of these are also makers of puters—they are like marketed as vigorous small brethren, or they will continue to be predominantly at the end of engineering man-

## Bad news for adding machines



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# Automation in the office

ONE OF the important themes for management in the 1970s is the automation of processes in the office. This is a spin-off of the technological revolution that has started with the space programme and has already affected so many other areas of business.

For some reason the office was left out in the cold. But it is now beginning to catch up and with a ferocity and pace that has alarmed many people. There are, of course, strong underlying reasons why many routines in offices ought to be automated. Not the least of these is the spiralling cost of labour which means in many cases that it is cheaper and more productive to get a machine to do a job than a person. Because of rising labour rates, we are beginning to price ourselves out of the market. Human labour is becoming more expensive than hardware. Another reason for the automation of the office is the requirement to get work done on a shorter time base. Time is money and the quicker work can be produced and reproduced, the less costly it becomes.

Increasingly, executives will have to adapt to this new way of working. And in becoming familiar with new electronic gadgetry one of their first considerations will be with the calculator.

Many executives to-day probably have one kind or other of pocket calculator. The sales boom in hand-held calculators as a result of sharply reduced consumer prices is by now well known. But, having brought down the cost of the basic technology, it is quite possible that we are still to witness a similar boom in office calculators.

One reason for this is the idea of distributed or decentralised computer power. Because of the way that computers have developed over the past five years, it is not necessary to have a large central computer to do office work. It has become possible to use small mini-computers to do jobs that even a few years ago required a large mainframe machine.

This concept can be stretched even further by the use of the programmable desk-top and even portable calculators that are becoming more popular in business to-day.

Even many of these machines can do the work that required computers only a few years ago. Their main use is in small businesses that have weekly routine jobs like payroll, or VAT calculations, discounts and other

repetitive functions. In many instances the use of these machines can eliminate the need to employ additional staff. By so doing it makes the work more productive.

The main advantage of these calculators over a computer is that although the memories are much smaller and the calculating power not as great, the work that is done on the machine is immediately at hand because it is done on the premises by the staff. Once the programmes have been accepted, the processed information is immediate.

In addition, because the machines do not normally involve a great many routines (although they can have the capacity for up to 200 programme steps), no time is lost in tuning the equipment, the results can be immediate. Programmable calculators can be bought for between £200 and £1,000 and even at this price can be cheaper than using a computer, even through a computer bureau.

More and more, the calculators are being combined with other equipment to form compact invoicing systems. The combination of an electronic calculator with an electric typewriter is one simple example of a system which requires little or no operator training.

## Handle

Programmable calculators can basically be divided into two groups: pocket machines and desk-top. These vary in the programmable steps and data memories they can handle. Pocket programmes cost up to around £500 and can be used for the basic accounting functions of a small firm including payroll, investment calculations and similar calculations. These machines offer the alternative of cards or keys for input, which is really a convenience device.

According to Mr. Ian Jennings, product marketing manager at Texas Instruments, this is one of the biggest unexplored sectors of the market. "At this level there is little realisation in business what these types of calculators can do," he says. With the current low penetration in the market, there could be scope for rapid growth in this sector.

It is in the desk-top range that the machines begin to be compared with mini-computers. It is not uncommon to find machines that provide over

2,000 programmable steps and over 200 data memories. As a stand-alone unit costs can vary between £500 and £2,000 depending on the extent of the capabilities.

The main advantage of using this advanced calculator rather than minicomputer is that the user is not dependent on software and, also, that the hardware is normally cheaper per programme step or item of memory.

Conversely, the user is forfeiting ultimate flexibility because it is normally not possible to add on peripheral storage capacity. He also misses the wider flexibility of being able to create his own programmes (albeit at a cost, of course). The high and increasing cost of software is one factor against the widespread use of minicomputers and is being overcome by the wider standardisation of programmes—thus reducing the overhead.

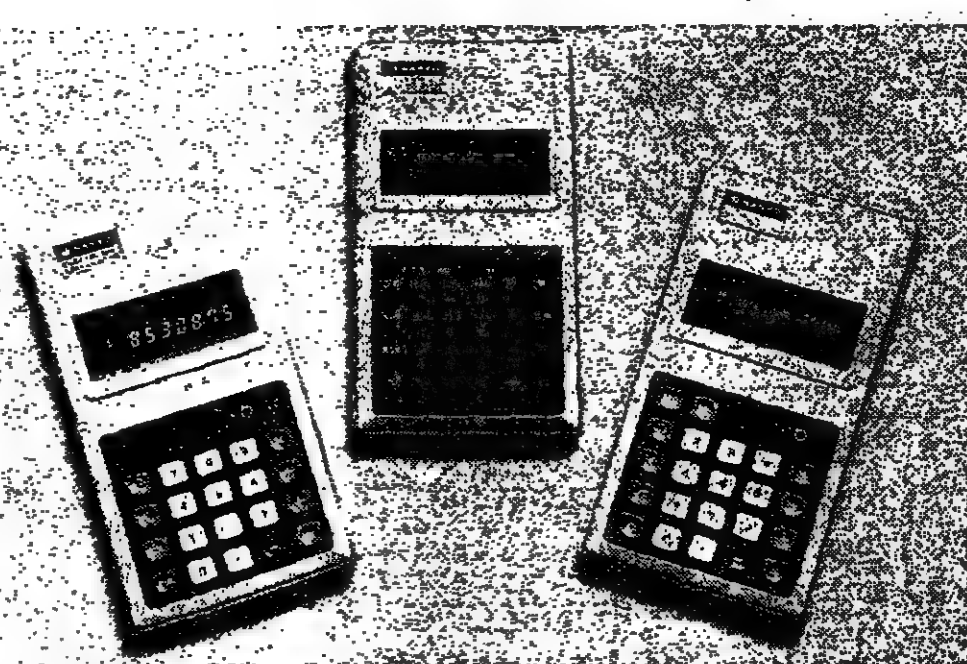
Given the obvious scope in the marketplace for programmable calculators to do mundane clerical work including payroll and accounts, there is an increasing research and development effort in this sector at most of the calculator companies.

Over the past two years the main growth has been in the consumer end of the market with hand-held calculators. The major investment by companies has been in the development of the chip, in getting this as compact as possible and down to as few parts as possible. The success in this venture is one of the reasons for the drastic fall in calculator prices.

There is still some research work to be done in other components such as better keyboards or displays or the printed circuit boards. If these (or the parts that make them up like plastic) can be made at lower costs then calculator prices may still come down.

In the meantime, there will be as much activity in the marketing side—how to get the more sophisticated calculators on the market. The debate about whether they should be sold through the normal retail outlets (as pocket calculators are) or whether they should be sold by specialised salesmen or through the dealer network is still carrying on. Perhaps what needs to be done first is to determine who are going to be the big users of these calculators over the next five years.

Roy Levine



A trio of calculators by Sanjo Marubeni (U.K.). Left: CX 8031—basic 8-digit calculator with built-in constant system. Centre: CX 8141—advanced calculator including trig and log functions and degree/radian selector. Right: 8-digit calculator with independently addressable memory.

## Guiding role for management

IN THE SAME way that television threatened our literacy when its use became widespread, so the popularisation of the electronic calculator is threatening our numeracy.

When the mass public started buying or renting television sets during the 1950s and 1960s there was widespread alarm that many of our children would never learn the skills and joys of reading. While the fears were perhaps at times overdone, it is still difficult to deny that our overall literacy rate is not something we should at least be concerned about.

So what should we be doing to ensure that a parallel situation does not arise with regard to our numeracy skills? I well recall the occasion during my training as a chartered accountant when we were prohibited from using adding machines either as articled clerks during the course of an audit or as students during the accounting examinations. The reasoning behind the ban was that we ought to learn how to rely on our intellectual hardware even though (even at that time) mechanical hardware was available.

That kind of discipline is, I believe, an essential part of the training, especially for the numerate job. But with the increasing numbers of sophisticated electronic calculators coming on to the market, it is becoming rarer.

Perhaps the best that can be done in educational establishments in an age of increasing automation, is to ensure as close as possible that the right kinds of machines are being used by the right ages of students. Then at least people will learn how to cope with different levels of sophistication in hardware and software as they approach the relatively more complicated problem-solving situations.

At the same time all students (and especially those who pursue careers that are oriented around numbers) should be given the chance to develop their mental skills, without the use of gadgetry.

Dealing with this problem at school level is one problem—for many people the learning curve has only started in mid-career. Having taken up an office job involving figures every day and handling them on mechanical machines, they are suddenly faced with the option of using far more productive equipment which require more skills in some cases.

To some extent there is a duty for management to ensure that their staff is fully capable of handling the equipment that it considers will make the firm more productive. So training programmes can often be a good start to the introduction of new and more sophisticated hardware. This can be done on an in-company basis or by employing specialist consultants.

Of course, once again, the training programme can only be successful if the right people are trained for the right jobs or the right kind of equipment. No degree of training can eliminate the inefficiencies that

are caused by the mismatching of jobs or personalities through using the wrong equipment.

To some extent this is also the role of the calculator industry itself. For some years it was more orientated towards its engineers than towards its salesmen and the market place. Calculator companies were more concerned about what they could produce rather than what the market really needed.

Because technology prices were coming down all the time (with a resultant fall in prices of calculator products), the immediate impact was not felt in the market—things were then developing too quickly for most people to notice. Prices were coming down and the pocket calculator was making a hit not only in the home but also increasingly in the office.

Having come through the front door as a pocket calculator, the concept has broadened and there are now signs that there is a general upgrading of the jobs that calculators are being asked to do. The idea has become respectable.

While this brings undoubted benefits to many organisations, it also brings its headaches. One of the most serious from a general management point of view is where to distribute the

calculating power. At the moment there is a debate in the industry about the benefits and disadvantages of using computers as against programmable calculators. Right through the spectrum of machines there are distinct grades of calculator power that can best be used by different kinds of jobs. But the demands are often too diffuse in any one organisation to be able to make everyone happy.

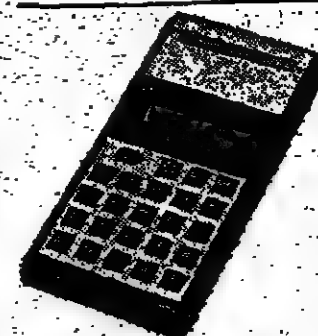
Perhaps the best that can be done is to imprint a single management style—one that favours either centralised memory and calculating power or one that embraces distributed power in its widest senses. Each organisation will have to decide its own parameters on this topic and make its choice of hardware accordingly.

The best then can be said about the position is that at least management has never had such a wide choice before. Wisely used it can bring great cost and efficiency benefits. But, as with the first computers in the early 1960s, management can lose a great deal of money if the wrong equipment is matched with the wrong needs.

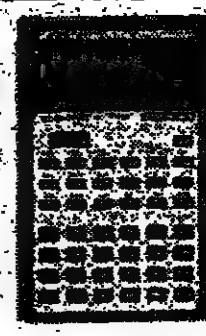
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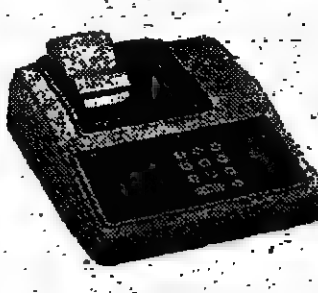
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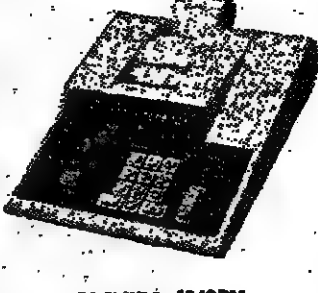
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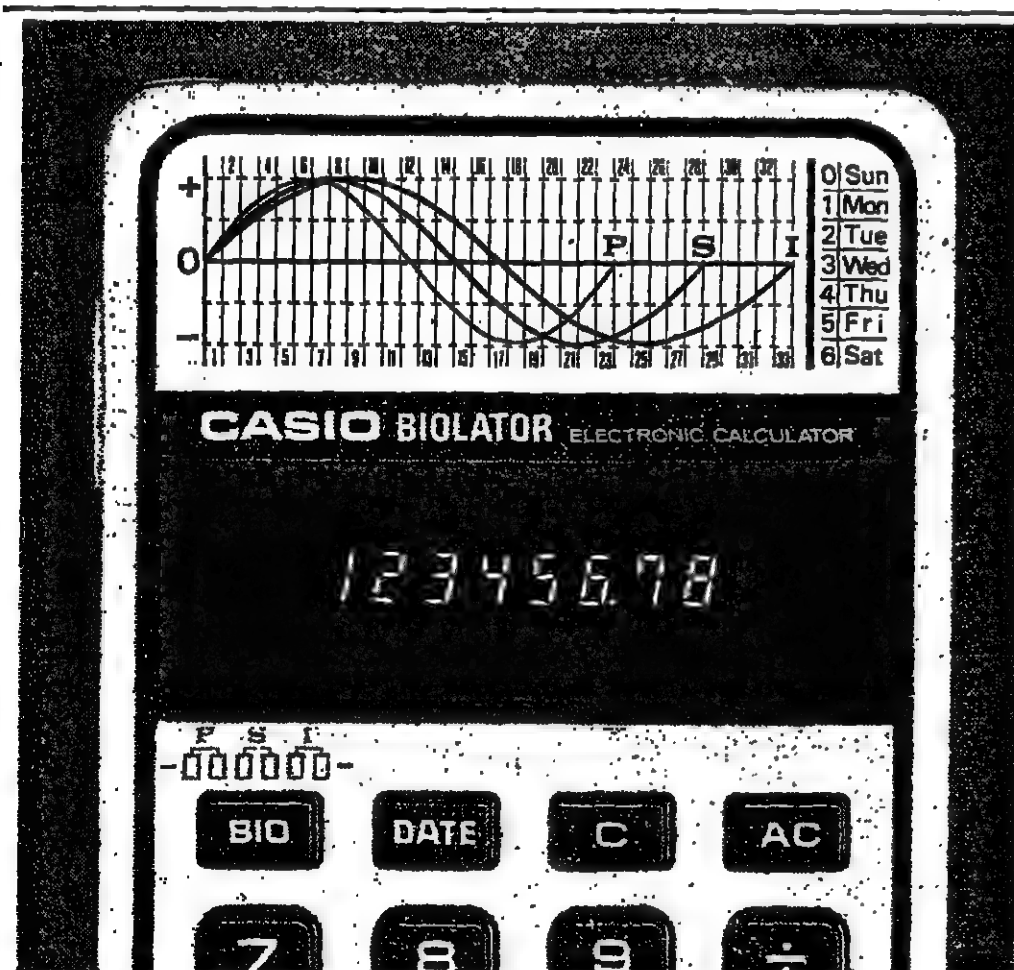
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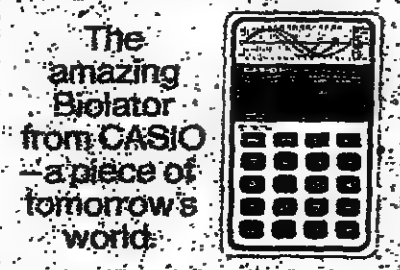
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# Individual commodity talks urged

COMMODITY by commodity talks to discuss on an international basis are preferred to integrated programmes by the members of the Group of Economic Experts according to a Press release by Mr. Alexander McIntyre, chairman, issued in London today.

Mr. McIntyre said it was necessary to have an early extension of the compensatory financing facility from the IMF as the nations would not cover all needs.

He said that this facility was essential for the nations in the visible foreign exchange earnings of the world. Such compensation would be in the form of grants to the poorest countries and to repayments to the others.

Mr. McIntyre said that the nations would not cover all needs. He said that this facility was essential for the nations in the visible foreign exchange earnings of the world. Such compensation would be in the form of grants to the poorest countries and to repayments to the others.

# Farmers hit back at price award protests

**BY PETER BULLEN**

FARMERS LASHED OUT yesterday at MPs and consumers who had criticised the record 14 per cent rise in their support prices following this year's U.K. and EEC farm price reviews.

In a special resolution the National Farmers' Union council expressed its concern at the "hysterical reaction and opposition to these price increases by certain quarters."

The council wished to remind consumers that one of the principal reasons why farm prices have had to be increased is to offset increased costs brought about by self-generated inflation in the U.K. Wage and salary earners, who constitute the consumers of this country, cannot expect the price of food to be lower when their incomes were increasing at an annual rate of 30 per cent and more.

To back up its argument it produced a list of foods and their real costs expressed in the number of minutes it took the average manual worker to earn them in January 1975 compared with January this year. Three of the 14 were now taking longer (bacon, sugar and potatoes) but all the rest took less.

Sir Henry Plumb, NFU president, admitted that U.K. farmers were receiving the highest percentage increase in support prices in the Common Market this year. British farmers were getting 14 per cent, in Italy 13.5 per cent, Ireland 12 per cent, Belgium and Luxembourg 7.5 per cent, Denmark 8.2 per cent, Holland 7.8 per cent, France 6.5 per cent and West Germany 5.4 per cent.

# Base metal prices hold firm

**By John Edwards, Commodities Editor**

BASE METAL prices remained firm on the London Metal Exchange yesterday despite the steady rise in sterling. Closing prices generally, with the exception of lead, were higher than Monday's close but in many cases were below Monday's late afternoon levels.

Three months standard grade tin, for example, closed last night at £29 up on the previous close of £28.58 a tonne. Yet this compares with a peak of over £30.15 traded late on Monday evening and £29.50 traded yesterday morning.

There was a sharp rise in the Straits tin price in Penang overnight, up by \$125 to \$31.064 a picul, putting values firmly in the upper range of the agreement under which the tin producer has to be a net buyer. However, it was said in London that the rise in the Straits tin price had been restricted by selling from the buffer stock.

Copper values met a fair amount of profit-taking sales in the early morning but prices were held up by a number of buyers who were looking for a rise in the price of the metal.

Lead prices were unable to maintain the full extent of their rise, but moved up again in the afternoon. Zinc, however, was steady, with the price gaining \$2.25 to \$28.50 a tonne.

# A tightrope between U.S. and Cuba

**BY OUR NASSAU CORRESPONDENT**

TALKS BETWEEN the Cuban and Bahamian tourist economy the Bahamas Banks.

The Bahamian law has been honoured by the U.S. because similar legislation covers the area of approximately 100,000 square miles, 84 per cent of which is sea. The outermost extremities of Bahamian land extend to within 50 miles of North America, within 20 miles of Cuba and within 60 miles of Haiti. Enforcement of the archipelagic principle is therefore impossible without the consent of these three.

Adopting what it calls a "pragmatic" approach, the Bahamian Government has in recent years moved towards closer alliance with the Caribbean bloc as a more effective vehicle for projecting Bahamian policy.

Diplomatic relations with Cuba were established in 1974 following the precedent set by Britain. Any further moves toward accommodation however, are certain to have repercussions on U.S. relations. Potential areas of conflict are already evident.

The U.S. request for fishing rights last year followed a Bahamian Government order last August designating the spiny slipper and spotted lobster a creature of the Bahamian continental shelf. The effect was to put 10,000 square miles of the most lucrative lobster grounds off limits to Florida commercial fishermen.

The Government has stated, as a matter of policy, that fishing in the Bahamas is to be reserved exclusively for Bahamians. The American fishing proposal was rejected because it failed to offer benefits equivalent to those of the Bahamian fishermen. Most of the Cuban-American fishermen who would have derived from fishing

# razil expects jute crop

**BRASILIA, March 9.**

IL EXPECTS a record crop of 35,000 to 40,000 tons of jute this year, according to the Ministry of Agriculture, which is the main producer of the crop, about half of which is accounted for by Malva (ow), compared with 20,000 tons last year of 20,000 tons.

A spokesman said higher prices for jute, and the fact that the area under cultivation is one of the main reasons - accounted for the increase.

A spokesman said Brazil, which has been able to export 40,000 tons of jute, mainly to India, last year, may avoid a deficit this year.

He said Brazil has been able to export 40,000 tons of jute, mainly to India, last year, may avoid a deficit this year.

# World tea pact scheme proposed

**BY A CORRESPONDENT**

A COFFEE-STYLE international agreement for tea has been proposed by the U.K. Government during this week's meeting of Commonwealth tea producers and consumers in London this week.

The scheme would involve the setting up of a mechanism for the use of export quotas in the event of a severe decline in prices below their present levels.

Although the British proposal has not received strong support, the possible outcome of the talks which enter their third and final day today is a recommendation to the U.N. Food and Agriculture Organisation's inter-governmental meeting in Rome next month of a proposal for an international tea agreement.

This week's London meeting is the first in a series of talks between tea producers and consumers, which began in London last year. It was a recommendation to the U.N. Food and Agriculture Organisation's inter-governmental meeting in Rome next month of a proposal for an international tea agreement.

# Japanese cocoa demand falls

**TOKYO, March 9.**

JAPANESE COCOA bean grindings in 1975 fell to 29,180 tonnes from 29,600 tonnes in 1974, the Japanese Cocoa-Cocoa Association announced, reports Reuters.

Imports of cocoa beans, however, rose to 28,235 tonnes in 1975 from 25,381 tonnes in 1974 when imports declined sharply.

In Accra the Ghana Cocoa Marketing Board said purchases of main crop cocoa for the 23rd week of the season (ended March 4) were estimated at 1,472 tons, bringing main crop purchases this season to 382,133 tons, against 360,565 at this stage last year.

With sterling steadier, cocoa and coffee prices were weaker on the London terminal market. May cocoa closed \$5 lower at \$70.75 a tonne while May coffee lost \$1.35 to \$265 a tonne at one stage before recovering to close unchanged on a day at \$263.50.

# Reservations

The U.S. has indicated that it is prepared to accept the Bahamian archipelagic position even though there are reservations as to the long-range effect this might have on the rights of free passage.

In the south-eastern Bahamas the Crooked Island and Mira Por Vos Passages serve shipping to and from ports in the Caribbean and Central America and to and from the U.S. and Canada. In the north-west Bahamas, the north-east and north-west Providence Channels are the shipping lanes through which pass practically all the commercial traffic between the Gulf of Mexico and Europe.

Because of its position astride some of the world's most heavily trafficked shipping lanes, the Bahamas is strategically important to the security of North America. Any signs of Cuban commitment with its wider ramifications of Soviet involvement will not be taken lightly.

"If any major threat to the security of the U.S. developed through the Bahamas you can bet the U.S. will act," a former Ambassador remarked not long ago.

# Australia studies wool support funding

**SYDNEY, March 9.**

THE AUSTRALIAN Government is examining a scheme whereby the Wool Corporation (AWC) will in future have to borrow its floor price funding from commercial banks. Mr. Ian Sinclair, the Primary Industries Minister, said here.

The Australian Government currently lends most of the funds for the floor price scheme, with the banks playing a minor role.

Mr. Sinclair said the Government loans to the AWC are made at full commercial interest rates and added it might be better if the banks got the business in the future.

The scheme is also partially supported by a 5 per cent levy on woolgrowers' returns.

# OMMODITY MARKET REPORTS AND PRICES

SE METALS			
OVERSEAS markets continued to show a steady decline in the London Metal Exchange, with the previous week's loss in the afternoon. The market closed at 12.01 in the afternoon and then fell back to 12.00.			
Official	Unofficial	Official	Unofficial
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5

# WOOL FUTURES

LONDON - The market was unchanged to a steady decline, reports Reuters.			
(Pence per kilo)			
March	190.8-191.0	190.8-191.0	190.8-191.0
April	191.0-191.2	191.0-191.2	191.0-191.2
May	191.2-191.4	191.2-191.4	191.2-191.4
June	191.4-191.6	191.4-191.6	191.4-191.6
July	191.6-191.8	191.6-191.8	191.6-191.8
August	191.8-192.0	191.8-192.0	191.8-192.0
September	192.0-192.2	192.0-192.2	192.0-192.2
October	192.2-192.4	192.2-192.4	192.2-192.4
November	192.4-192.6	192.4-192.6	192.4-192.6
December	192.6-192.8	192.6-192.8	192.6-192.8

# PRICE CHANGES

Prices per ton unless otherwise stated.			
	Mar. 9	Mar. 8	Mar. 7
Aluminium (LME)	2480	2480	2480
Cash (LME)	2480	2480	2480
Cash (LME)	2480	2480	2480
Cash (LME)	2480	2480	2480
Cash (LME)	2480	2480	2480
Cash (LME)	2480	2480	2480
Cash (LME)	2480	2480	2480
Cash (LME)	2480	2480	2480
Cash (LME)	2480	2480	2480
Cash (LME)	2480	2480	2480

# INTRACTS AND TENDERS

**AUTHORITY NOTICE**

International Competitive Bidding and Invitation

Under the Hodeida Water Supply and Sewerage Project, National Water Supply and Sewerage Authority announces a credit from the Arab Fund for Social and Economic Development, together with a credit from the International Development Association, through the Government of the Arab Republic, have been approved to finance construction of a new water supply and sewerage project for the city of Hodeida, the main sea port of the Yemen Arab Republic. It is noted that proceeds of these two credits will be applied to payment under contracts for which this notice is issued. It will be open only to plant and equipment suppliers who are members of the World Bank and the International Development Association. Bidders must be able to provide a bank guarantee for the full amount of the contract. The contract will be awarded to the bidder who offers the lowest price for the complete project, including the supply of materials, labour, and equipment, and the construction of the project. The contract will be awarded to the bidder who offers the lowest price for the complete project, including the supply of materials, labour, and equipment, and the construction of the project.

# COFFEE

Cocoa prices were lower than the day's high, but the market was steady, reports Reuters.			
Cocoa prices were lower than the day's high, but the market was steady, reports Reuters.			
Official	Unofficial	Official	Unofficial
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5

# MEAT/VEGETABLES

MEAT/VEGETABLES prices were lower than the day's high, but the market was steady, reports Reuters.			
MEAT/VEGETABLES prices were lower than the day's high, but the market was steady, reports Reuters.			
Official	Unofficial	Official	Unofficial
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5

# Special U.S. Commodity Chart Offer.

A Commodity Chart is now offering coverage of the commodity market. As part of the overall service they cost \$1.00 per month. A free copy of your new American charts.

# SOYABEAN MEAL

The market opened unchanged as expected against Chicago. However, the market was steady, reports Reuters.			
The market opened unchanged as expected against Chicago. However, the market was steady, reports Reuters.			
Official	Unofficial	Official	Unofficial
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5
651.5	651.5	651.5	651.5

# FINANCIAL TIMES

Mar. 9 Mar. 8 Mar. 7			
188.0	188.0	188.0	188.0
188.0	188.0	188.0	188.0
188.0	188.0	188.0	188.0
188.0	188.0	188.0	188.0
188.0	188.0	188.0	188.0
188.0	188.0	188.0	188.0
188.0	188.0	188.0	188.0
188.0	188.0	188.0	188.0
188.0	188.0	188.0	188.0
188.0	188.0	188.0	188.0

# GRAINS

THE WHEAT market was steady, reports Reuters.



## British Funds revive but equity leaders mark time

### Share index eases 0.1 to 411.4—Properties on offer

14 1/2p, while Midhurst White, in which Amalgamated Investment has a substantial stake, shed a penny to 10p. London Bridge Securities, however, after falling fresh to 10p on the half-year loss, rallied to close unchanged on the day at 13p. Still helped by the investment premium, Hong Kong Land rose 7 more to 137p, while the South African Sarec improved 5 to 43p.

[illegible]

The New York Stock Exchange Securities Index, however, fell 3 to 110.

A small speculative enquiry left Wtby 5 up at 219½ in time.

De Sear's opened a fell to 213½ before closing on balance at 220½; the higher 1973 increased dividend.

These indices are the joint compilation of the Financial Times, The Institute of Actuaries and the Faculty of Actuaries

51	300 SHARE INDEX	176.92	-0.3	3.83	5.31	10.18	9.95	176.65	176.01	176.79	178.91	186.06	176.85	85.49	327.95	93.49
52	FINANCIAL GROUP (100)	140.49	-0.2	—	5.10	—	—	140.55	140.07	141.59	140.48	136.34	153.56	66.50	341.41	59.88
53	Banks (6) ... ..	158.80	-0.5	18.24	5.34	7.99	7.99	158.28	163.23	165.88	163.18	144.53	192.16	68.54	399.23	66.86
54	Discount Houses (10) ...	174.92	—	—	7.03	—	—	174.92	176.80	176.58	177.18	186.41	186.52	94.13	293.13	91.40
55	Hiro Purchase (5) ... ..	138.45	—	—	4.83	—	—	138.45	131.30	130.45	136.48	178.16	131.16	61.18	327.18	104.57
56	Insurance (Life) (9) ...	138.26	-0.1	—	5.33	—	—	138.45	147.93	139.35	138.36	102.61	105.81	61.76	416.72	111.27
57	Insurance (Composite) (7)	114.61	+1.7	—	5.99	—	—	112.56	110.00	110.78	110.06	97.37	122.90	46.47	155.76	43.96
58	Insurance Brokers (9) ...	242.49	+4.5	8.51	3.82	17.82	17.83	231.95	231.26	234.18	232.41	133.74	243.49	88.56	356.27	66.86
59	Merchant Banks (17) ...	87.86	-0.3	—	6.37	—	—	87.99	87.22	87.49	88.13	91.81	97.31	31.21	272.57	51.37
60	Property (32) ... ..	173.07	-2.7	3.69	2.81	70.11	98.42	177.59	176.07	180.11	178.60	196.36	132.28	96.19	397.40	86.01
61	Miscellaneous (8) ... ..	87.17	—	14.74	6.23	10.64	10.64	87.17	87.17	87.59	86.55	70.49	91.96	54.78	303.13	55.30
62	Investment Trusts (50)	165.48	-1.1	3.15	4.38	32.92	32.90	163.70	160.67	162.85	164.14	142.95	184.55	73.43	245.79	71.65
63	ALL-SHARE INDEX (650)	167.46	-0.8	—	5.23	—	—	167.04	165.00	166.74	165.20	126.55	172.54	62.16	322.18	61.92
	COMMODITY GROUPS (Not included in 300 or All-Share indices)															
64	Rubbers (9) ... ..	443.99	—	14.45	7.57	10.62	10.60	443.70	443.29	445.43	447.10	463.95	523.43	281.66	655.27	94.88
65	Teas (8) ... ..	133.73	-0.4	94.09	9.57	3.98	3.93	123.27	124.19	124.16	124.34	87.48	123.01	76.76	161.13	59.79
66	Coppers (3) ... ..	197.59	-2.7	30.03	8.70	2.00	2.00	203.08	182.93	190.46	185.02	422.75	182.93	181.13	126.98	117.06
67	Mining Finance (11) ...	93.87	-0.1	12.99	5.36	8.98	8.98	93.74	93.73	96.87	96.18	110.76	111.42	80.58	175.30	66.31
68	Tins (8) ... ..	95.12	-2.9	12.74	9.38	11.43	10.83	98.44	93.67	93.81	93.57	91.51	141.94	56.91	125.43	54.86
69	Overseas Traders (13)	232.53	+0.1	14.49	4.44	9.04	9.03	232.56	230.19	231.91	229.73	205.17	205.17	9		

International declined 4 to 3p for a two-day fall of 6 on the half-year profits contribution. The withdrawal of a bid from the London market better at 11p. Left Bank Bridge 1 down at 21p and Hongkong 2 cheaper at 20p. Hong Kong issues moved ahead on 40p and 40p, but the London Premium Influences, Jardine Matheson adding 17 at 40p and Hutchison 47 at 51p.

Motorists and Distributors had a quiet day. R. Stocks were raised 10p to 10p. The London market advanced, but Armstrong Equipment declined a penny to 70p following

Stock	Denomina- tion	No. of marks	Closing price (p)	Change on day	1975/6 high	1975/6 low
Lloyds Bank 'New'	NH/pd. 13	13 <sup>a</sup>	—	1	36 <sup>a</sup>	11 <sup>a</sup>
ICI	£1	10	396	+ 2	386	118
Burmah Oil	£1	11	50	+ 1	100	27
De Beers Deft.	R0.65	11	250	—	353	8
Shell Transport	25p	11	402	+ 3	384	118
Cons. Cart. 'New'	NH/pd. 11	30 <sup>a</sup>	+ 4	—	42 <sup>a</sup>	18 <sup>a</sup>
Unilever	25p	11	452	—	462	170
British Leyland	50p	10	32	+ 2	37	20
Deutsche	50p	10	148	—	132	63
Seabeam	25p	9	356	—	359	116
Cons. Gold Fields	25p	9	183	— 4	200	144
Bank of 'A'	25p	9	130	—	103	78
British Walker	25p	9	23	—	208	17
BSR	10p	8	116	— 3	124	30
Barclays Bank	£1	8	280	—	380	112

The above list of active stocks is based on the number of bargains recorded yesterday in the Official list and under Rule 163(1) (a).

WS FOR 1975/76	YESTERDAY
<p>following securities numbers in italics among those quoted in the Information Service yesterday</p> <p>New Highs and Lows for 1975-76:</p> <p><b>BRITISH FUNDS (2)</b></p> <p><b>U.S. &amp; CANADIAN</b></p> <p>Steel City Inv.</p> <p>Trans. Tractor</p> <p>Can. Gen. Merrill Lynch</p> <p><b>CANADIANS (7)</b></p>	<p>British Funds</p> <p>Foreign Bonds</p> <p>Industrial</p> <p>Financial and Prec.</p> <p>Oils</p> <p>Preferred</p> <p>Mixed</p> <p>Recent Issues</p> <p><b>Totals</b></p>

**YESTERDAY**

British Funds ..... 1  
Foreign Bonds ..... 1  
Industrial ..... 1  
Financial and Prec. .... 1  
Miscellaneous ..... 1  
Total ..... 1

OPTION DEALING DATES					Carrya. Delta Metal, Unicorn, English Property, Plessey, Dnalop and Lucas. No "puts" were reported, while "doubles" were arranged in Charterhall Fisheries, London Tin, Associated Fisheries, Lex Service Warrants, MEPC. Parker Knoll "A" Cons. Gold Fields British Land and
First	Last	Last	For		
Dealings	Dealings	Declara-	Settle-		
		tion	ment		
Mar. 2	Mar. 15	May 17	Jun. 9		
Mar. 16	Mar. 29	Jun. 10	Jun. 22		
Mar. 30	Apr. 12	Jun. 24	July 6		
<p>"Calls" were dealt in Associated Fisheries BSC London Tin</p>					

## MONEY MARKET

### Adequate credit supply

Bank of England's Minimum Lending Rate is 4 per cent. (since March 5, 1976).

Day-to-day credit remained in good supply in the London money market yesterday and the authorities did not intervene. Banks' overdraft facilities with the Bank and Government disbursements exceeded revenue payments to the Exchequer. On the other

hand there was a net market take-up of Treasury bills and an increase in the note circulation was also against the market's favour.

Discount houses paid 74.8 per cent. for secured call loans in the cash market and closing balances were found at between 63 per cent and 77 per cent.

In the inter-bank market over-

**BUILDINGS (3)**  
Mach. Whittings  
sh (H.)  
**CHEMICALS (2)**  
Welch (C)  
**CINEMAS (5)**  
Trident TV 'A'  
**STORES (4)**  
(N.) Martin the Newsagent  
Photo. Products  
**ELECTRICALS (2)**  
Horn. Scoles (G. H.)

Qualcast	Midland Inds.	Banco de Bilbao
(W.)	Simon Engng.	Banco de Jerez
	500 Group	Bank of Cyprus

**Mercer's** A. Walker C. & WJ  
Westcott Engng.

**FOODS (1)**

**INDUSTRIALS (8)**

Alex. Suez  
Aqua Regia  
Bark  
Blue Rose  
Flora  
H. J.  
J. W.  
L. J.  
M. J.  
N. J.  
O. J.  
P. J.  
Q. J.  
R. J.  
S. J.  
T. J.  
U. J.  
V. J.  
W. J.  
X. J.  
Y. J.  
Z. J.

**INSURANCES (4)**

Anglo-Continental  
C. E. Coates  
D. E. Coates  
E. E. Coates  
F. E. Coates  
G. E. Coates  
H. E. Coates  
I. E. Coates  
J. E. Coates  
K. E. Coates  
L. E. Coates  
M. E. Coates  
N. E. Coates  
O. E. Coates  
P. E. Coates  
Q. E. Coates  
R. E. Coates  
S. E. Coates  
T. E. Coates  
U. E. Coates  
V. E. Coates  
W. E. Coates  
X. E. Coates  
Y. E. Coates  
Z. E. Coates

**PAPERS (1)**

**PROPERTY (1)**

**SHOPS (1)**

**TEXTILES (1)**

**TUNING (1)**

**TRUCKS (1)**

**LOWES (1)**

**PROPERTY (1)**

**CORAL INDEX**

**G.C. INDEX**

**GOLD 1311-1344**

**BANK OF N.S.W. ...  
Banque du Rhone  
Barclays Bank ...  
Barnett, Christie &  
Brenan Holdings  
Brit. Bank of Mil.  
British Shipley  
Canada Permanent  
Canzer, Bowater Co  
Cedar Holdings ...  
Charterhouse Japh  
C. E. Coates ...  
C. E. Coates ...  
Co-operative Bank  
Corinthian Securi  
Credit Lyonnais ...  
C. R. Dawes ...  
Duboff Brothers  
Duncan Lawrie ...  
English Transact  
First London Secc.  
Anthony Gibbs ...  
Goode Durrant I...  
Guaranty Trust Co  
Grindlays Bank ...  
Guinness Mahon ...  
Hamrobs Bank ...  
Hawtin & Partne  
Hall Samuel ...  
C. Moore & Co ...  
Julian S. Hodge ...**

Industrial Bank of  
Keyser Ullmann &  
Knowsley & Co. L.

loans opened at 8-8½ per cent and eased to 7-7½ per cent, rising at 8½ per cent. in late dealings.

Short-term fixed period interest rates were generally slightly higher. The three-month starting rate yield fell to 9½-5 per cent from 8½-9 per cent.

Prices in the table below are listed in some cases.

Lloyds Bank .....	
London & Europe .....	
London Merc'ile C .....	
Midland Bank .....	
■ Samuel Montagu .....	
■ Morgan Grenfell .....	
National Westminster .....	
Northern Com'n .....	
Norwich General .....	
Purchase Guaranty .....	
F. S. Refson & C .....	
Rossminster Acce .....	
Schlesinger Limit .....	
E. S. Schwab .....	
Security Trust Co .....	
Shenley Trust .....	
Standard Char'ter .....	
Thames Guaranty .....	
Trade Development .....	

Twentieth Century,  
United Bank of Ki  
Whiteway-Louis

[illegible]

## INSURANCE

**INSURANCE  
RATES**  
Atlantic Assurance  
Cannon Assurance  
Property Bond table.



IES STOCK

## INSURANCE, PROPERTY, BONDS

e Ass. Soc.  
 EH2 2YD  
 1.4 ..... -  
 Co. Ltd.  
 01-7429111  
 1.1 +0.3  
 1.1 +0.5 -  
 ) Ltd.  
 01-330 5400  
 | ..... -  
 ..... -  
 s. Ltd.  
 gistry.  
 ury (200) 5941  
 1.2 ..... -  
 1.2 ..... -

[illegible][illegible]

Q. 714 US57, A  
1 Specimen  
12-45 1-45 1914

**GALLIOPOL RESTAURANT**, on Old Broad Street, E.C.2. Open every day for lunch. Dinner and dancing until 3 a.m. - Closures twice weekly at 10.30 p.m. and 1.15 a.m., Mon. to Sat. 12.75. Tel. 568 1922.

**GALLIOPOL RESTAURANT**, on Old Broad Street, E.C.2. Open every day for lunch. Dinner and dancing until 3 a.m. - Closures twice weekly at 10.30 p.m. and 1.15 a.m., Mon. to Sat. 12.75. Tel. 568 1922.



**STERNBERG, THOMAS CLARKE & CO**  
MEMBERS OF THE STOCK EXCHANGE  
Salford House, London Wall, London EC2M 5RU.  
Telephone: 01-588 6050  
Mitre House, Western Rd. Brighton, BN1 2DA  
Telephone: Brighton 33095  
SPECIALISTS IN WARRANTS AND CONVERTIBLES

# FT SHARE INFORMATION SERVICE

## BRITISH FUNDS

1970 High	1970 Low	Stock	Price	Div	Yld	Vol
102	99	British Fund	102	10	10.2	100
101	98	British Fund	101	10	10.1	100
100	97	British Fund	100	10	10.0	100
99	96	British Fund	99	10	9.9	100
98	95	British Fund	98	10	9.8	100
97	94	British Fund	97	10	9.7	100
96	93	British Fund	96	10	9.6	100
95	92	British Fund	95	10	9.5	100
94	91	British Fund	94	10	9.4	100
93	90	British Fund	93	10	9.3	100
92	89	British Fund	92	10	9.2	100
91	88	British Fund	91	10	9.1	100
90	87	British Fund	90	10	9.0	100
89	86	British Fund	89	10	8.9	100
88	85	British Fund	88	10	8.8	100
87	84	British Fund	87	10	8.7	100
86	83	British Fund	86	10	8.6	100
85	82	British Fund	85	10	8.5	100
84	81	British Fund	84	10	8.4	100
83	80	British Fund	83	10	8.3	100
82	79	British Fund	82	10	8.2	100
81	78	British Fund	81	10	8.1	100
80	77	British Fund	80	10	8.0	100
79	76	British Fund	79	10	7.9	100
78	75	British Fund	78	10	7.8	100
77	74	British Fund	77	10	7.7	100
76	73	British Fund	76	10	7.6	100
75	72	British Fund	75	10	7.5	100
74	71	British Fund	74	10	7.4	100
73	70	British Fund	73	10	7.3	100
72	69	British Fund	72	10	7.2	100
71	68	British Fund	71	10	7.1	100
70	67	British Fund	70	10	7.0	100
69	66	British Fund	69	10	6.9	100
68	65	British Fund	68	10	6.8	100
67	64	British Fund	67	10	6.7	100
66	63	British Fund	66	10	6.6	100
65	62	British Fund	65	10	6.5	100
64	61	British Fund	64	10	6.4	100
63	60	British Fund	63	10	6.3	100
62	59	British Fund	62	10	6.2	100
61	58	British Fund	61	10	6.1	100
60	57	British Fund	60	10	6.0	100
59	56	British Fund	59	10	5.9	100
58	55	British Fund	58	10	5.8	100
57	54	British Fund	57	10	5.7	100
56	53	British Fund	56	10	5.6	100
55	52	British Fund	55	10	5.5	100
54	51	British Fund	54	10	5.4	100
53	50	British Fund	53	10	5.3	100
52	49	British Fund	52	10	5.2	100
51	48	British Fund	51	10	5.1	100
50	47	British Fund	50	10	5.0	100
49	46	British Fund	49	10	4.9	100
48	45	British Fund	48	10	4.8	100
47	44	British Fund	47	10	4.7	100
46	43	British Fund	46	10	4.6	100
45	42	British Fund	45	10	4.5	100
44	41	British Fund	44	10	4.4	100
43	40	British Fund	43	10	4.3	100
42	39	British Fund	42	10	4.2	100
41	38	British Fund	41	10	4.1	100
40	37	British Fund	40	10	4.0	100
39	36	British Fund	39	10	3.9	100
38	35	British Fund	38	10	3.8	100
37	34	British Fund	37	10	3.7	100
36	33	British Fund	36	10	3.6	100
35	32	British Fund	35	10	3.5	100
34	31	British Fund	34	10	3.4	100
33	30	British Fund	33	10	3.3	100
32	29	British Fund	32	10	3.2	100
31	28	British Fund	31	10	3.1	100
30	27	British Fund	30	10	3.0	100
29	26	British Fund	29	10	2.9	100
28	25	British Fund	28	10	2.8	100
27	24	British Fund	27	10	2.7	100
26	23	British Fund	26	10	2.6	100
25	22	British Fund	25	10	2.5	100
24	21	British Fund	24	10	2.4	100
23	20	British Fund	23	10	2.3	100
22	19	British Fund	22	10	2.2	100
21	18	British Fund	21	10	2.1	100
20	17	British Fund	20	10	2.0	100
19	16	British Fund	19	10	1.9	100
18	15	British Fund	18	10	1.8	100
17	14	British Fund	17	10	1.7	100
16	13	British Fund	16	10	1.6	100
15	12	British Fund	15	10	1.5	100
14	11	British Fund	14	10	1.4	100
13	10	British Fund	13	10	1.3	100
12	9	British Fund	12	10	1.2	100
11	8	British Fund	11	10	1.1	100
10	7	British Fund	10	10	1.0	100
9	6	British Fund	9	10	0.9	100
8	5	British Fund	8	10	0.8	100
7	4	British Fund	7	10	0.7	100
6	3	British Fund	6	10	0.6	100
5	2	British Fund	5	10	0.5	100
4	1	British Fund	4	10	0.4	100
3	0	British Fund	3	10	0.3	100
2	0	British Fund	2	10	0.2	100
1	0	British Fund	1	10	0.1	100

## CANADIANS

1970 High	1970 Low	Stock	Price	Div	Yld	Vol
110	108	Canada Fund	110	10	11.0	100
109	107	Canada Fund	109	10	10.9	100
108	106	Canada Fund	108	10	10.8	100
107	105	Canada Fund	107	10	10.7	100
106	104	Canada Fund	106	10	10.6	100
105	103	Canada Fund	105	10	10.5	100
104	102	Canada Fund	104	10	10.4	100
103	101	Canada Fund	103	10	10.3	100
102	100	Canada Fund	102	10	10.2	100
101	99	Canada Fund	101	10	10.1	100
100	98	Canada Fund	100	10	10.0	100
99	97	Canada Fund	99	10	9.9	100
98	96	Canada Fund	98	10	9.8	100
97	95	Canada Fund	97	10	9.7	100
96	94	Canada Fund	96	10	9.6	100
95	93	Canada Fund	95	10	9.5	100
94	92	Canada Fund	94	10	9.4	100
93	91	Canada Fund	93	10	9.3	100
92	90	Canada Fund	92	10	9.2	100
91	89	Canada Fund	91	10	9.1	100
90	88	Canada Fund	90	10	9.0	100
89	87	Canada Fund	89	10	8.9	100
88	86	Canada Fund	88	10	8.8	100
87	85	Canada Fund	87	10	8.7	100
86	84	Canada Fund	86	10	8.6	100
85	83	Canada Fund	85	10	8.5	100
84	82	Canada Fund	84	10	8.4	100
83	81	Canada Fund	83	10	8.3	100
82	80	Canada Fund	82	10	8.2	100
81	79	Canada Fund	81	10	8.1	100
80	78	Canada Fund	80	10	8.0	100
79	77	Canada Fund	79	10	7.9	100
78	76	Canada Fund	78	10	7.8	100
77	75	Canada Fund	77	10	7.7	100
76	74	Canada Fund	76	10	7.6	100
75	73	Canada Fund	75	10	7.5	100
74	72	Canada Fund	74	10	7.4	100
73	71	Canada Fund	73	10	7.3	100
72	70	Canada Fund	72	10	7.2	100
71	69	Canada Fund	71	10	7.1	100
70	68	Canada Fund	70	10	7.0	100
69	67	Canada Fund	69	10	6.9	100
68	66	Canada Fund	68	10	6.8	100
67	65	Canada Fund	67	10	6.7	100
66	64	Canada Fund	66	10	6.6	100
65	63	Canada Fund	65	10	6.5	100
64	62	Canada Fund	64	10	6.4	100
63	61	Canada Fund	63	10	6.3	100
62	60	Canada Fund	62	10	6.2	100
61	59	Canada Fund	61	10	6.1	100
60	58	Canada Fund	60	10	6.0	100
59	57	Canada Fund	59	10	5.9	100
58	56	Canada Fund	58	10	5.8	100
57	55	Canada Fund	57	10	5.7	100
56	54	Canada Fund	56	10	5.6	100
55	53	Canada Fund	55	10	5.5	100
54	52	Canada Fund	54	10	5.4	100
53	51	Canada Fund	53	10	5.3	100
52	50	Canada Fund	52	10	5.2	100
51	49	Canada Fund	51	10	5.1	100
50	48	Canada Fund	50	10	5.0	100
49	47	Canada Fund	49	10	4.9	100
48	46	Canada Fund	48	10	4.8	100
47	45	Canada Fund	47	10	4.7	100
46	44	Canada Fund	46	10	4.6	100
45	43	Canada Fund	45	10	4.5	100
44	42	Canada Fund	44	10	4.4	100
43	41	Canada Fund	43	10	4.3	100
42	40	Canada Fund	42	10	4.2	100
41	39	Canada Fund	41	10	4.1	100
40	38	Canada Fund	40	10	4.0	100
39	37	Canada Fund	39	10	3.9	100
38	36	Canada Fund	38	10	3.8	100
37	35	Canada Fund	37	10	3.7	100
36	34	Canada Fund	36	10	3.6	100
35	33	Canada Fund	35	10	3.5	100
34	32	Canada Fund	34	10	3.4	100
33	31	Canada Fund	33	10	3.3	100
32	30	Canada Fund	32	10	3.2	100
31	29	Canada Fund	31	10	3.1	100
30	28	Canada Fund	30	10	3.0	100
29	27	Canada Fund	29	10	2.9	100
28	26	Canada Fund	28	10	2.8	100
27	25	Canada Fund	27	10	2.7	100
26	24	Canada Fund	26	10	2.6	100
25	23	Canada Fund	25	10	2.5	100
24	22	Canada Fund	24	10	2.4	100
23	21	Canada Fund	23	10	2.3	100
22	20	Canada Fund	22	10	2.2	100
21	19	Canada Fund	21	10	2.1	100
20	18	Canada Fund	20	10	2.0	100
19	17	Canada Fund	19	10	1.9	100
18	16	Canada Fund	18	10	1.8	100
17	15	Canada Fund	17	10	1.7	100
16	14	Canada Fund	16	10	1.6	100
15	13	Canada Fund	15	10	1.5	100
14	12	Canada Fund	14	10	1.4	100
13	11	Canada Fund	13	10	1.3	100
12	10	Canada Fund	12	10	1.2	100
11	9	Canada Fund	11	10	1.1	100
10	8	Canada Fund	10	10	1.0	100
9	7	Canada Fund	9	10	0.9	100
8	6	Canada Fund	8	10	0.8	100
7	5	Canada Fund	7	10	0.7	100
6	4	Canada Fund	6	10	0.6	100
5	3	Canada Fund	5	10	0.5	100
4	2	Canada Fund	4	10	0.4	100
3	1	Canada Fund	3	10	0.3	100
2	0	Canada Fund	2	10	0.2	100
1	0	Canada Fund	1	10	0.1	100

## BUILDING INDUSTRY - Continued

1970	1970	Stock	Price	Div	Yld	Vol
120	118	Building Ind	120	10	12.0	100
119	117	Building Ind	119			
118	116	Building Ind	118			
117	115	Building Ind	117			
116	114	Building Ind	116			
115	113	Building Ind	115			
114	112	Building Ind	114			
113	110	Building Ind	113			
112	108	Building Ind	112			
111	106	Building Ind	111			
110	104	Building Ind	110			
109	102	Building Ind	109			
108	100	Building Ind	108			
107	98	Building Ind	107			
106	96	Building Ind	106			
105	94	Building Ind	105			
104	92	Building Ind	104			
103	90	Building Ind	103			
102	88	Building Ind	102			
101	86	Building Ind	101			
100	84	Building Ind	100			
99	82	Building Ind	99			
98	80	Building Ind	98			
97	78	Building Ind	97			
96	76	Building Ind	96			
95	74	Building Ind	95			
94	72	Building Ind	94			
93	70	Building Ind	93			
92	68	Building Ind	92			
91	66	Building Ind	91			
90	64	Building Ind	90			
89	62	Building Ind	89			
88	60	Building Ind	88			
87	58	Building Ind	87			
86	56	Building Ind	86			
85	54	Building Ind	85			
84	52	Building Ind	84			
83	50	Building Ind	83			
82	48	Building Ind	82			
81	46	Building Ind	81			
80	44	Building Ind	80			
79	42	Building Ind	79			
78	40	Building Ind	78			
77	38	Building Ind	77			
76	36	Building Ind	76			
75	34	Building Ind	75			
74	32	Building Ind	74			
73	30	Building Ind	73			
72	28	Building Ind	72			
71	26	Building Ind	71			
70	24	Building Ind	70			
69	22	Building Ind	69			
68	20	Building Ind	68			
67	18	Building Ind	67			
66	16	Building Ind	66			
65	14	Building Ind	65			
64	12	Building Ind	64			
63	10	Building Ind	63			
62	8	Building Ind	62			
61	6	Building Ind	61			
60	4	Building Ind	60			
59	2	Building Ind	59			
58	0	Building Ind	58			
57	0	Building Ind	57			
56	0	Building Ind	56			
55	0	Building Ind	55			
54	0	Building Ind	54			
53	0	Building Ind	53			
52	0	Building Ind	52			
51	0	Building Ind	51			
50	0	Building Ind	50			
49	0	Building Ind	49			
48	0	Building Ind	48			
47	0	Building Ind	47			
46	0	Building Ind	46			
45	0	Building Ind	45			
44	0	Building Ind	44			
43	0	Building Ind	43			
42	0	Building Ind	42			
41	0	Building Ind	41			
40	0	Building Ind	40			
39	0	Building Ind	39			
38	0	Building Ind	38			
37	0	Building Ind	37			
36	0	Building Ind	36			
35	0	Building Ind	35			
34	0	Building Ind	34			
33	0	Building Ind	33			
32	0	Building Ind	32			
31	0	Building Ind	31			
30	0	Building Ind	30			
29	0	Building Ind	29			
28	0	Building Ind	28			
27	0	Building Ind	27			
26	0	Building Ind	26			
25	0	Building Ind	25			
24	0	Building Ind	24			
23	0	Building Ind	23			
22	0	Building Ind	22			
21	0	Building Ind	21			
20	0	Building Ind	20			
19	0	Building Ind	19			
18	0	Building Ind	18			
17	0	Building Ind	17			
16	0	Building Ind	16			
15	0	Building Ind	15			
14	0	Building Ind	14			
13	0	Building Ind	13			
12	0	Building Ind	12			
11	0	Building Ind	11			
10	0	Building Ind	10			
9	0	Building Ind	9			
8	0	Building Ind	8			
7	0	Building Ind	7			
6	0	Building Ind	6			
5	0	Building Ind	5			
4	0	Building Ind	4			
3	0	Building Ind	3			
2	0	Building Ind	2			
1	0	Building Ind	1			
0	0	Building Ind	0			



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